

#ObviouslyDC



MURIEL BOWSER
MAYOR

October 19, 2017

Dear Mr. Bezos and Amazon Selection Committee:

Just as Amazon is customer-obsessed, in Washington DC, we are Opportunity-Obsessed. Our city is home to more than 680,000 Washingtonians, and every month we continue to grow by nearly 1,000 residents.

With rapid growth comes change, and today, DC is experiencing an incredible renaissance. Many believe the myriad cranes, high above our vibrant, history-filled neighborhoods are responsible for this renaissance. But the truth is, it has been the dogged commitment of DC leaders and residents to transform a one-company, government town into one where private sector jobs in tech, hospitality, healthcare, and higher education outpaces public sector jobs.

Along with sensible tax reform, investments in social and public infrastructure, and a commitment to progressive values, there are two main ingredients to the DC comeback—our 10-year unprecedented commitment to public education reform, and lower crime rates than we have seen here in decades, and falling faster than in comparable cities around the country.

Now, our success has allowed us to double down on big-city challenges and opportunities. A must for me is ensuring that all Washingtonians have a fair shot in our changing economy. That fair shot equation is a simple one: good-paying jobs + quality, affordable housing = a thriving middle class in DC. Locating Amazon's HQ2 here in DC would help us achieve that result faster.

As we have grown, we are focused on building an inclusive city—a city that supports our DC values and welcomes people of all backgrounds and income levels. This means staying committed to finding new ways to address long-standing inequalities and leveraging initiatives that make life better for all DC residents. It means always being at the table for the world's biggest opportunities.

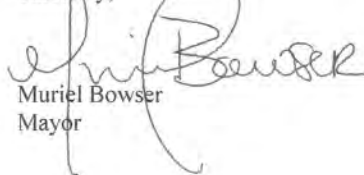
Our pitch is for HQ2 and its pipeline of jobs and opportunities for today's DC and for the DC economy of tomorrow. We are already committed to ensuring Washingtonians have access to good-paying jobs, and because we are confident that Amazon will provide these types of jobs, we are willing to go above and beyond to get our residents connected to them.

Washington, DC is home to some of the best universities in the world, thus giving any company in DC access to top talent. Through ideas like our proposed Amazon University, we will be able to grow that pool for Amazon while creating new opportunities for DC residents. On behalf of the residents of my hometown, I submit this proposal because I am sure of this: we can make DC work for Amazon and Amazon work for us.

In the years to come, the four potential Amazon HQ2 sites presented here *will* develop and weave themselves into our vibrant fabric of DC neighborhoods and businesses. This begs the questions: how soon, which great company will anchor these spaces, and where? We believe the logical answers to those questions are: very soon, Amazon, and #ObviouslyDC. I hope you agree.

Let's get started building a partnership between the best city in the world and the world's most interesting company!

Sincerely,


Muriel Bowser
Mayor



#ObviouslyDC

A PROPOSAL TO AMAZON
TO LOCATE HQ2 IN THE GREAT
CITY OF WASHINGTON, DC

ObviouslyDC.com

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For more testimonials, videos, and data, check out [ObviouslyDC.com](https://obviouslydc.com).

The background is a stylized map of Washington, D.C., rendered in magenta and blue lines on a dark blue background. A large white circle is centered on the map, containing the text. The map shows the city's grid, the Potomac River, and the Annapolis Peninsula.

WASHINGTON, DC
IS THE CITY ON WHICH THE
WORLD PIVOTS AND ROTATES.

THERE ARE CITIES THAT NEVER
SLEEP, WINDY CITIES, IRON CITIES,
AND CITIES OF BROTHERLY LOVE.

BUT IT IS HERE WHERE
WE DEFINE HISTORY.

At the core of Washington, DC is a world-class city fortified by top-tier talent, economic stability, diverse and vibrant neighborhoods, and culturally-rich culinary and entertainment corridors. DC is populated with passionate, brilliant people and businesses who find the right questions, create better solutions, and reinvent the future.

We build pathways and tear down barriers - just like Amazon.

A handwritten signature in black ink, reading "Muriel Bowser". The signature is stylized, with a large, circular loop around the "B" and a long, sweeping underline that extends to the left.

Mayor Muriel Bowser



Washington, DC's alignment with Amazon's values makes for an ideal partnership between business and community to provide a natural home for Amazon HQ2. DC offers everything an inventive, bold, customer obsessed, and tenacious global company needs as it positions itself for its next 100 years:

- **Just like Amazon, DC will always be relevant.**

DC has the durability, longevity, and economic stability of a city that will be the capital of the free world for centuries to come. It has the focus to be a sustainability and resilience leader globally, ensuring that it can weather what the future holds.

- **Just like Amazon, DC attracts the best.**

DC is a cosmopolitan urban capital city that attracts and retains top talent: Michelin-star rated restaurants built by local chefs; accessible national museums and thriving musical and theatrical communities; an array of National Parks and waterfronts; and top-rated public transportation and free city-wide wifi are among the incredible amenities Washington, DC offers to its visitor and residents alike.

- **Just like Amazon, DC influences the world.**

A local, federal, and global city, DC is a gateway to international influence, a nucleus of educational ambition, a refuge of art, music, and makers, and a home to those passionate about fearlessly impacting the world through tech and innovation.

DC VALUES

Mayor Bowser has stated that these are what we stand for as a city:

Respecting the free exercise of religion and love

Serving all DC residents no matter their immigration status

Reforming our criminal justice system and providing second chances

Accelerating school reforms so that all children in DC have the opportunity to thrive

Empowering women and girls and investing in their education, healthcare, and aspirations

Upholding affordable housing and healthcare as building blocks to the middle class

Protecting our environment and fighting against climate change

Become an equally represented state



Washington, DC has identified four locations matching Amazon's requirements for an urban-centric, amenity-rich, and accessible campus. All locations offer an incentive package with significant near- and long-term financial value.



ANACOSTIA RIVERFRONT
RIVERFRONT ENTERTAINMENT HUB
ACCESSIBLE BY LAND + WATER



CAPITOL HILL EAST
WHERE CAPITOL HILL MEETS
THE ANACOSTIA RIVER



NOMA-UNION STATION
TRANSPORTATION AXIS +
HISTORIC MAKER SPACES



SHAW-HOWARD UNIVERSITY
CULTURALLY RICH
NEIGHBORHOOD +
UNIVERSITY ANCHOR

Our proposal includes the following unique features:

- Unparalleled access to all modes of transportation including subway, bike, car sharing, and water taxi;
- At the forefront of innovative transportation from autonomous vehicles to maglev and hyperloop;
- A range of housing types at varying price points, including a double-down on the District's unparalleled affordable housing investment;
- Neighborhood schools and amenities attractive for young and old, singles and families;
- The creation of Amazon Village, deploying state-of-the-art smart cities infrastructures, with support from DC's municipal fiber network;
- The only place in the world where Amazon Web Services can have dedicated support from local government connecting with Federal Government agencies;
- Amazon University, a customized training academy created in partnership with our educational institutions and workforce organizations that will be tailored to the company's human capital needs;
- Amazon one-day permitting and dedicated Amazon Ambassador

WASHINGTON, DC IS

#1

CITY FOR WOMEN IN TECH

SMARTASSET 2016 & 2017

FOR WOMEN'S EMPLOYMENT & EARNINGS

2017

BEST CITY FOR TECH

SMARTASSET 2016

RESTAURANT CITY

BON APPÉTIT 2016

BEST EDUCATED LARGE METRO IN THE US

2017

COOLEST CITY

FORBES 2014

AND THE FIRST LEED PLATINUM CERTIFIED CITY IN THE WORLD

H I R E

HIGHLY-EDUCATED WORKFORCE

WORKFORCE WAGES & INDUSTRIES

A CITY OF WORLD-CLASS SCHOOLS

TECHNOLOGY, TALENT & TRAINING



DC'S HIGHLY EDUCATED WORKFORCE, WORLD- CLASS UNIVERSITIES, & TECH TALENT POOL

Washington, DC has the highest proportion of college graduates of any metro area, is home to 20 colleges and universities, and has the highest-educated adult population in the country. DC can offer Amazon a deep labor pool, strong university programs, and a vibrant technology and STEM sector.

Private sector job growth

The Federal Government remains a stabilizing factor as the largest job provider in the District, and the professional services sector is the number one private sector industry in Washington, DC, employing more than 116,000 employees. Well over eight thousand jobs in this sector – including computer systems design and technical consulting – were gained each quarter in the District for the past several years.

As the Federal Government's headquarters affirms Washington, DC's position as a global powerhouse, the core of the city continues to rapidly diversify, with nearly all job growth occurring in the private sector since 2010. Private sector jobs account for 70% of all jobs in Washington, DC, and the total workforce increased by 10% over the last ten years.

The city is at the center of an expansive regional economy, supporting more than 3.3 million jobs; DC's daytime population expands to more than one million people, with more than 300,000 workers commuting in from the metropolitan region.

This stable, business-friendly environment has attracted top-tier talent across all sectors in Washington, DC. Employees in the DC-area earn competitive compensation compared to the US as a whole, including both urban and rural areas. Competition for tech jobs, however, has taken on a different dynamic in DC than the rest of the country; Indeed.com's Hiring Lab found that among the US "tech hub" cities, a lower proportion of tech jobs are higher-paying in DC because a greater share of them are in government-related jobs.

#1

BEST EDUCATED
LARGE METRO
IN THE US

The best-educated labor pool in the United States

Resident educational attainment

	DC	US
Bachelor's Degree or Higher	56%	30%
Master's Degree or Higher	29%	11%
Professional Degree or Higher	11%	3%
Doctorate	4%	2%

Source: Census Current Population Survey, Annual Social and Economic Supplement, 2017. Includes all Adult Civilian Persons.

Workforce, wages, and industries

Experienced local executives

It is not just students, technology workers, and trained professionals that feed DC’s strong talent pool. Greater Washington is one of the top metropolitan areas in the nation for executive talent, with over 76 people filling managerial roles for every one thousand employees. The 235,000 people in those occupations include chief executives, computer and information systems managers, and human resources managers.

We were founded in Seattle, and chose to establish a second base in Washington, DC because the city provides the right combination of millennial talent, progressive social atmosphere, and proximity to major metropolitan areas where we do business. We have found the business climate to be extremely favorable to growth, and the intersection of government and industry makes Washington, DC the right place to understand, adapt to, and influence policy.

Rachel Sowards
Vice President, Paladino and Company

Accounting and administrative talent

More than 40,000 accountants and auditors work in the metro area, and over 300,000 people fill roles within business and financial operations occupations. Each of the big four accounting firms (KPMG, Deloitte, PricewaterhouseCoopers, and Ernst and Young) have a major office in the area. DC’s top 50 accounting firms employ 24,000 professionals while the headquarters of many government agencies account for a large accounting and administrative staff.

OVER 300,000 PEOPLE FILL ROLES IN TECHNOLOGY, BUSINESS, AND FINANCIAL OPERATIONS

Median hourly wages

Comparison of median hourly wages for likely Amazon occupational categories:

OCCUPATION	DC METRO	US
Management	\$63.80	\$48.46
Accountants and Auditors	\$39.87	\$32.76
Software Developers, Applications	\$54.56	\$48.12
Software Developers, Systems Software	\$57.62	\$51.38
Lawyers	\$76.11	\$56.81
Paralegals & Legal Assistants	\$31.70	\$23.80
Office & Administrative Support	\$19.57	\$16.37
Overall Average, all Occupations	\$25.55	\$17.81

Source: Bureau of Labor Statistics, Occupational Employment Statistics, May 2016



The epicenter of the nation’s legal system

The Federal Government and private sector are known for attracting top legal talent; Washington, DC has nine times more lawyers per capita than New York City. DC is the top location for the legal profession in the US; practicing lawyers comprise 45 of every thousand jobs in DC, while 55 of every thousand jobs in DC are in legal occupations. The largest hundred law firms in DC have a collective 13,700 lawyers based in the Washington-metro area.

Proximity to major clients and Capitol Hill, quality of life, prestige of a DC-based address, and the presence of a highly-educated population contribute to DC’s ranking as the top destination for new graduates and established professionals alike.

A city of world-class schools

The city’s pipeline into higher education attracts from local residents as well as national and international students looking to attend top universities. Likewise, graduates and postgraduates from the top 20 universities throughout the US disproportionately end up in DC to launch their careers; the metro area attracts more than four times the concentration of graduates from top schools, compared to the nationwide concentration of enrollment in those schools.

Most top universities also have “Semester in Washington, DC” programs, which provides Amazon access to talent from a variety of universities and backgrounds. Several highly-ranked universities have satellite campuses located in Washington, DC, including New York University (NYU), University of Virginia, Johns Hopkins, and UVA Darden recently opened Executive MBA program office.

WASHINGTON, DC IS HOME TO THE THIRD HIGHEST CONCENTRATION OF EDUCATIONAL INSTITUTIONS IN THE US, WITH MANY LOCAL AND REGIONAL UNIVERSITIES RANKING AMONG THE US NEWS AND WORLD REPORT’S TOP 100 COLLEGES.

Universities in top 100

- » Georgetown University
- » Howard University (#1 HBCU per Wall Street Journal)
- » George Washington University
- » University of Virginia
- » Johns Hopkins University
- » University of Maryland, College Park
- » American University
- » Virginia Tech
- » College of William & Mary

Undergraduate engineering schools in top 100

- » Johns Hopkins University
- » Virginia Tech
- » University of Maryland
- » University of Virginia
- » George Washington University

Law school programs in top 100

- » University of Virginia
- » Georgetown University
- » Washington and Lee University
- » George Washington University
- » College of William & Mary
- » University of Maryland
- » University of Richmond
- » American University
- » West Virginia University

Local business school programs

- » University of Virginia (Darden)
- » Georgetown University (McDonough)
- » University of Maryland, College Park (Smith)
- » College of William and Mary (Mason)
- » George Washington University
- » George Mason University School of Business

Additional local and regional universities in or near DC

- » Gallaudet University (premier institution serving Deaf and Hard of Hearing persons)
- » Catholic University of America
- » Trinity Washington University
- » University of the District of Columbia
- » George Mason University
- » Hampton University
- » James Madison University
- » Christopher Newport University
- » Towson University
- » Loyola University Maryland
- » University of Mary Washington
- » Hood College
- » Mount St. Mary’s University

Source: US News





Technology, talent, and training



**CITY FOR WOMEN
IN TECH**

Rising tech hub

People come to DC for the jobs and stay for the community. For the past three years, DC has been named the best place for women in tech by SmartAsset. Though Washington, DC is typically stereotyped as a hub for humanities and law students, 52% of DC-resident college graduates have degrees (bachelors or higher) in science, engineering, or related fields. This is particularly true among the residents between the ages of 25 to 39. Within this age group, DC leads other major US cities for the proportion of 4-year degree-holders who graduated in scientific fields.

Technology is a major driver of employment and innovation in DC. In July 2017, Washington was ranked by CBRE as the fourth most talented city in technology. In 2017, the DC and Baltimore metro areas were ranked second and third, respectively, among major cities with the highest concentration of local job postings in tech, according to Indeed Hiring Lab. And **DC's share of tech jobs is growing at a faster rate than any other tech hub except Seattle.** According to the Census Bureau's classifications, the technology sector accounts for 31,000 jobs in DC, a figure that underestimates the influence of the industry, given that technology is also an important part of other industries such as consulting and life sciences.

Washington, DC is a natural place for Yelp's next office, offering a vibrant local community and access to top-tier talent. The city's burgeoning technology sector is a welcoming setting for Yelp as we focus on building the best technical products to connect people with great local businesses.

Jeremy Stoppelman
CEO, Yelp

Historically, the Federal Government has attracted information and communications technology businesses to the DC area, supporting the hardware, software, and data needs of Federal agencies. The National Security Agency Cyber Command sits right outside of Washington in neighboring Fort Meade, Md. Many of the largest Federal Government technology contractors, including Lockheed Martin, Northrop Grumman, Boeing, Raytheon, Booz Allen Hamilton, Accenture, Leidos, and Palantir are based in the DC area, amassing a substantial technology workforce in the area. Fueled by a large federal client base, the DC metro region is an epicenter for cybersecurity and other security technologies, cloud computing, and digital services.

Outside of federal technology, DC also supports large business-to-business (B2B) technology companies that service other markets including Blackboard, a supplier of software and services for higher education, and HelloWallet, an enterprise provider of workplace financial wellness benefits. The DC area continues its climb in nationwide rankings as a tech hub, growing jobs in the sector by more than 50% in the last decade and attracting numerous established tech companies and startups, including Yelp, Optoro, Social Tables, and Opower.

Pathways to Inclusion: diversity in technology and innovation

Like Amazon, the District of Columbia is committed to tolerance, diversity, and inclusion. In 2016, Mayor Bowser released the "Pathways to Inclusion Report," a roadmap to make DC the most inclusive tech and innovation ecosystem in the nation, and established the following objectives:

- **Create 5,000 new tech jobs for underrepresented workers;**
- **Create 500 new tech businesses founded by underrepresented entrepreneurs;**
- **Foster the most inclusive culture among tech ecosystems on the East Coast.**

To meet the ambitious goals set by the Pathways Report, DC has developed several key new and enhanced programs, including:

- The Inclusive Innovation Incubator (In3). Opened in April 2017, In3 is the District's first community space dedicated to inclusion, innovation, and incubation, made possible through a private-public partnership with the District Government, Howard University, and Cisco.
- Other programs outlined include code training and job experience for underrepresented residents, expanding tech firm participation in the District's Marion S. Barry Summer Youth Employment Program, and launching a program to partner local tech employers with universities.



A hyperactive tech community

The #DCTech community is one of the largest in the world, with more than 21,000 members. DC's tech scene offers hundreds of events monthly for aspiring technologists and entrepreneurs, ranging from casual happy hours and coding workshops to speaker series and intensive weekend hackathon events.

Local #DCTech groups focus on diversity and inclusion.

- Hear Me Code
- DC Fem Tech
- Tech Noir
- Technicolor
- Color Coded
- Tech Lady Hackathon
- Women Who Code
- Black Girls Code
- Code for DC
- Tour de Code
- Beacon DC

These community groups cultivate tech talent providing accessible ways for residents to explore technology and meet local tech leaders. More than 70 co-working spaces provide flex space for emerging and established entrepreneurs and technologists to hone, develop, market, and exchange ideas, including Cove, WeWork, and Impact Hub.

Our vision is a global community of individuals empowered to pursue work they love through best-in-class instruction, access to opportunities, and through our global network. GA is confronting a skills gap by creating a diverse talent pipeline for today's most in-demand careers.

Shanaz Chowdhery
Regional Director, General Assembly DC Campus

One in five women in the US is a Latina, and Washington, DC is one of the ten fastest-growing states for women-owned businesses. In the last 10 years, Latina-owned businesses in the US increased by 137%. MET Community supports these women entrepreneurs through sustainable, responsible, and innovative female entrepreneurship through training, mentorship, and networking.

Yanire Braña,
CEO and Founder, MET Community

From government regulation and higher education to improving data analytics and healthcare, Washington, DC's access to federal funding, research labs, and talent has accelerated rapid growth of the tech sector.

A booming bootcamp scene

Throughout Washington, DC, several coding and learning experience academies provide training for in-demand fields including coding, UX/UI design, data analytics, marketing, and business skills.

- General Assembly
- Coding Dojo
- New York Coding & Design Academy
- Thinkful
- Launch Academy
- Coding Temple
- Make School

Collectively, these coding academies have served tens of thousands of students and professionals. At DC's General Assembly location, 800 students have completed its Web Development Immersive, User Experience Design Immersive, and Data Science Immersive programs. More than 2,600 students have taken part-time evening courses in web development, digital marketing, data analytics, and user experience design, and more than 13,000 have taken classes and workshops to gain technical skills.

The vast majority of these training providers partner with companies and offer customized staff training and a dedicated hiring pipeline to their alumni. Coding Dojo recently partnered with Amazon to run a series of workshops to educate developers on how to build an Alexa skill, and get it certified for publication on Amazon.

Technology-focused partnerships

Howard University Bison STEM Scholars Program (BSSP): Howard University is a leader in producing Black STEM PhDs. BSSP is designed to attract and prepare high achieving high school students interested in studying in a STEM-related discipline in pursuit of a PhD or a MD/PhD.

Howard West: Howard University partnered with Google to launch Howard West, a 3-month summer Computer Science residency for rising juniors and seniors in the university's Computer Science program. Howard and Google's longstanding partnership with the Google in Residence (GIR) program was the foundation for Howard West. The residency includes a dedicated workspace on Google's Mountain View campus.

Howard Cybersecurity Center: Enlightened, Inc., a local cybersecurity firm, recently donated \$200,000 to set up the Cybersecurity Education and Research Center (CERC) at Howard University. The center aims to create the region's premier education center for workforce development, executive training and research in Cybersecurity.

DC is the first **"Lighthouse City"** in the US, part of a Cisco initiative to pioneer smart city infrastructure through pilot programs and government partnerships. As part of this partnership, Cisco will open two new coding academies at DC Public Schools in FY17 and will continue to work with DC Government to pioneer IoT and smart city solutions such as Pennsylvania Avenue 2040.

On-Ramps to Careers is a non-profit business-education partnership that encourages youth and young adults to pursue IT education and careers. Summer intern participants are paid through DC Government's Marion Barry Summer Youth Employment Program and corporate partners include AT&T, Microsoft, Accenture, and others.

The District Government partnered with **Fiscal Note**, a local startup that uses artificial intelligence and big data to deliver predictive analytics of governmental action, to provide at least 100 DC residents with high school and adult training, internships, and apprenticeships.

Opportunity@Work: Opportunity@Work is a local non-profit partnering with General Assembly to offer a 14-week web development training program for students who are typically underrepresented in the tech community and otherwise unable to afford training. Accepted students have 100% of their training costs financed and receive \$2,000 each month for living expenses. In return, students agree to pay a portion of their income after training and landing a job.

Greater Washington Works: Greater Washington Works is a partnership between JP Morgan Chase and the Community Foundation for the National Capital Region to provide \$1 million in grants to support new investments in the regional industry sector partnerships in IT/cybersecurity and healthcare. The first grant funds have been disbursed to Byte Back and So Others Might Eat (SOME).

Byte Back is a local non-profit that provides free computer and advanced IT certification classes. Byte Back's programs have provided a pathway to technology skill development and fulfilling living-wage careers for thousands of individuals who have struggled with underemployment, unemployment, and poverty.

Per Scholas is a local non-profit that collaborates with businesses to design industry- and job-specific courses based on employer's IT needs. They teach technology training and professional development tailored to business' needs to highly motivated students from overlooked talent pools and match talented graduates to employers, providing career support throughout the process.

The Peace Tech Accelerator empowers entrepreneurs to create startups that support Peace Tech Lab's ambitious mission to reduce violent conflicts around the world using technology, media, and data.



ONLY IN DC

Trick-or-treat at US Embassies and experience the world without leaving the city on the Around the World Embassy Tour.

Attend a fashion show at Dupont Underground, reimagined underground trolley tunnels turned art space.

Learn more from a cab driver about world events than news radio.

Join a kickball league on the lawn of the Washington Monument.

Eat authentic half-smokes “all the way” (topped with chili, onions, cheese, and mustard) at the iconic Ben’s Chili Bowl or wings with legendary mumbo sauce.



LIVE

8
🛒

LIFESTYLE

ARTS & CULTURE

FOOD & NIGHTLIFE

RETAIL, RECREATION, & TOURISM

6
🛒

K-12 EDUCATION

8
🛒

HEALTH & SAFETY

DC'S VIBRANT, DIVERSE, & GROWING COMMUNITY

Washington, DC is a city that welcomes all, cherishing the contributions of its diverse residents and global community. This is why DC is the third most livable city in the country, recognized as a cultural epicenter and historic center of black culture.

It's the city where lifestyle and community meets innovation and impact; where history, heritage, passion, and diversity are the pride of its residents. Washington, DC interweaves street-born beats with the classically trained. An evening in DC can range from DC-born Go-Go music to classical opera at the Kennedy Center; marching bands to gospel choirs; Smithsonian museums to the first US punk rock scene; tradition to counterculture.

From sports to food, Washington, DC is baseball at Nationals Park and Goodman League street basketball; the 9:30 Club and jazz in the National Sculpture garden; a half-smoke and Michelin-star gastronomy; Fourth of July fireworks on the National Mall and a hike through Rock Creek Park.

DC life

Beyond the shadow of Congress, along the U Street corridor, across 8th Street, SE, around the block from Martin Luther King Avenue, the real Washington, DC awaits. It's where a million voices have marched, where national art is a local delicacy, and where local culinary artisans become global legends. From being the most walkable city in the country to more than 150 miles of bike lanes and paths, easy accessibility to nature and free museums, and a thriving music and theatre district, it's no surprise that DC consistently ranks as one of the happiest places to live in the nation.

Only in a city like the District of Columbia can you attract the best of the best. Employees want to live in cities where they feel welcome. Your affinity groups like Amazon Warriors, Glamazon, and the Black Employee Network reflect your diverse workforce, and your diverse workforce will feel right at home in a city like DC. We not only have vibrant and diverse communities, but also the laws in place to allow everyone to reach their full potential. Simply put, your commitment to diversity is our reality here in the District. Come to a city where all your employees will feel welcome, at work and in the community.

David Mariner
Executive Director,
The DC Center for the LGBT Community

150 MILES OF
BIKE LANES
& PATHS

What started as a small but organic network of tech groups in the very early 2000s has blossomed into an ecosystem of thousands of tech groups and organizations. Each group echoing, developing and feeding top, diverse talent into multiple companies and organizations.

Sybil Edwards
President, DC Web Women

DC is one of Lyft's fastest growing markets and a complementary addition to our city's strong transportation infrastructure. At the foundation of our growth is a diverse, inclusive, and socially conscious company culture, which resonates with the residents of our city.

Steve Taylor
General Manager, Lyft DC

AIGA is a nationwide professional design association. Washington, DC has grown to be the 4th largest chapter and we're working on making us the 2nd largest. DC is a hub for tech, design, diversity and politics. Alexa, can you hear me?

Kimberly Arias
Video & Motion Graphics Producer,
Pew Research Center / Strategy Director, AIGA DC

We upgraded our membership to prime over a year ago because of the amount of items we were buying through Amazon. It was the best decision for us because we run three locations that always need supplies and we love being able to get these items same day ordering online. Amazon helps us maintain efficiency in our operations and we would love to see them headquartered in the area!

Kendra Blackett-Dibinga
Owner/Director, Bikram Hot Yoga - Ivy City/Riverdale/Takoma Park

#4

BEST PLACES TO LIVE





An arts and culture capital

Forty-five performing arts venues seat more than 27,000 people including prominent local theaters and national icons, that include:

- Arena Stage
- Anacostia Playhouse
- Atlas Performing Arts Center
- Ford’s Theatre
- Howard Theater
- The John F. Kennedy Center for Performing Arts
- Lincoln Theater
- National Theatre
- Shakespeare Theatre Company
- Source Theater
- Studio Theatre
- Warner Theater
- Woolly Mammoth Theatre Company

Known as the busiest performing arts facility in the nation, The John F. Kennedy Center for Performing Arts hosts approximately 3,000 performances each year, including regular Tony Award-winning productions.

From the grand stages and halls of prominent, national institutions to intimate venues located in neighborhoods around the city, the abundance of options available to arts-goers eclipses most US cities. Washington-based cultural institutions invest deeply in building equity and access for our residents. Arts education is a top priority, and thrives through investments by the DC Public Schools and in the partnerships forged and funded by community-facing organizations and the District.

Jenny Bilfield
President & CEO, Washington Performing Arts



The Washington Ballet and National Symphony Orchestra, among many contemporary and modern troupes, regularly perform around the city. DC’s annual Capital Fringe festival, spotlights fringe theatre, music, art, dance, and unclassifiable forms of live performance and visual art.

Headlining artists draw sold-out shows at the Capital One Arena, Merriweather Post Pavilion, and Wolf Trap. DC’s historical local music scene continues to improvise, master, and blend genres including Go-Go music, a mix of funk, blues, rhythm, and old-school hip-hop. Each May, DC pays homage to its music roots during Funk Parade, a one-of-a-kind day fair, parade, and music festival. Local and national performers take stage at 9:30, Echostage, Howard Theatre, National Theatre, and U Street music halls. Four additional music halls were added with the opening of The Wharf in October, 2017.

Home to the Smithsonian, Washington, DC is the keeper of the nation’s history. There are 17 Smithsonian museums and galleries that contain 140 million objects, works of art, and specimens—all free. The Air & Space Museum on the Mall is the nation’s second most visited museum. DC has over 25 public neighborhood libraries and is home to the Library of

Washington, DC is where I choose to base my restaurant group because of its unique history and devotion to the United States of America. It also so happens to have an amazing food scene with many talented and inspiring entrepreneurs from all ages and background making it truly the melting pot of America and serving as its heartbeat. I have the opportunity to rub shoulders every day with people from all over the world doing incredible things. I’m humbled to have the opportunity to cook for so many in this city. I think Amazon locating in D.C. would be a major game changer and not only amazing for this city but for the rest of the country. Amazon could leverage their experience and diversity to really help fix systemic problems we face within our food system here in the District that are mirrored across the United States. I think the local D.C. people from all 8 Wards would welcome the opportunity to host such a reputable company and Amazon would experience the diverse and talented people that make D.C. home.

Spike Mendelsohn
Chef/Owner of Good Stuff Eatery, We the Pizza, and Santa Rosa Taqueria

Congress, the largest library complex in the world with a collection of over 164 million books, manuscripts, recordings, newspapers, and other materials.

In 2015, there were more than 10 million attendees of cultural events and festivals throughout the city. The world renown National Cherry Blossom Festival attracts more than 1.5 million visitors on an annual basis, and the USA Science and Engineering Festival, the largest of its kind, engages over 365,000 students every year in STEM education.





Thriving restaurants and nightlife

The culinary community of Washington, DC rivals bigger cities. Of DC's 2,220 restaurants, 72 have received Zagat food scores of 4.5 out of 5 or higher. Distinctions include Michelin-ratings, James Beard awards, AAA Five-Diamond ratings, and rankings on Bon Appetit's "Best New Restaurants in America" list. Since 2008, the number of bars, clubs, and alcohol-serving restaurants increased by 63%.

Because District laws permit producers to self-distribute, the city is now a regional center of craft breweries, distilleries, and wineries. The Washington region has the second most number of breweries of any East Coast city, and ranks ninth nationally. More than 20 planned breweries are expected to increase the region's beer production by nearly one-third.

Fresh food culture

Since 2000, 38 new or modernized grocery stores have opened in Washington, DC, including Whole Foods, Trader Joe's, Giant, Safeway, and homegrown favorites like Yes! Organic Market and Good Food Markets Community Grocery. With the most farmers' markets per capita, Washington, DC residents have easy access to fresh food and local produce. New grocery stores continue to open regularly, including Wegmans and Wawa, which have both announced plans to expand into the District.

The vibrant maker community produces a range of local products from cookies and candles to stationary and clothing. Six culinary incubators provide food entrepreneurs with the space and services necessary to operate and grow their companies. Markets like Union Market, Union Kitchen Market, Eastern Market, and Steadfast Supply feature Made in DC products year round.



**RESTAURANT
CITY**



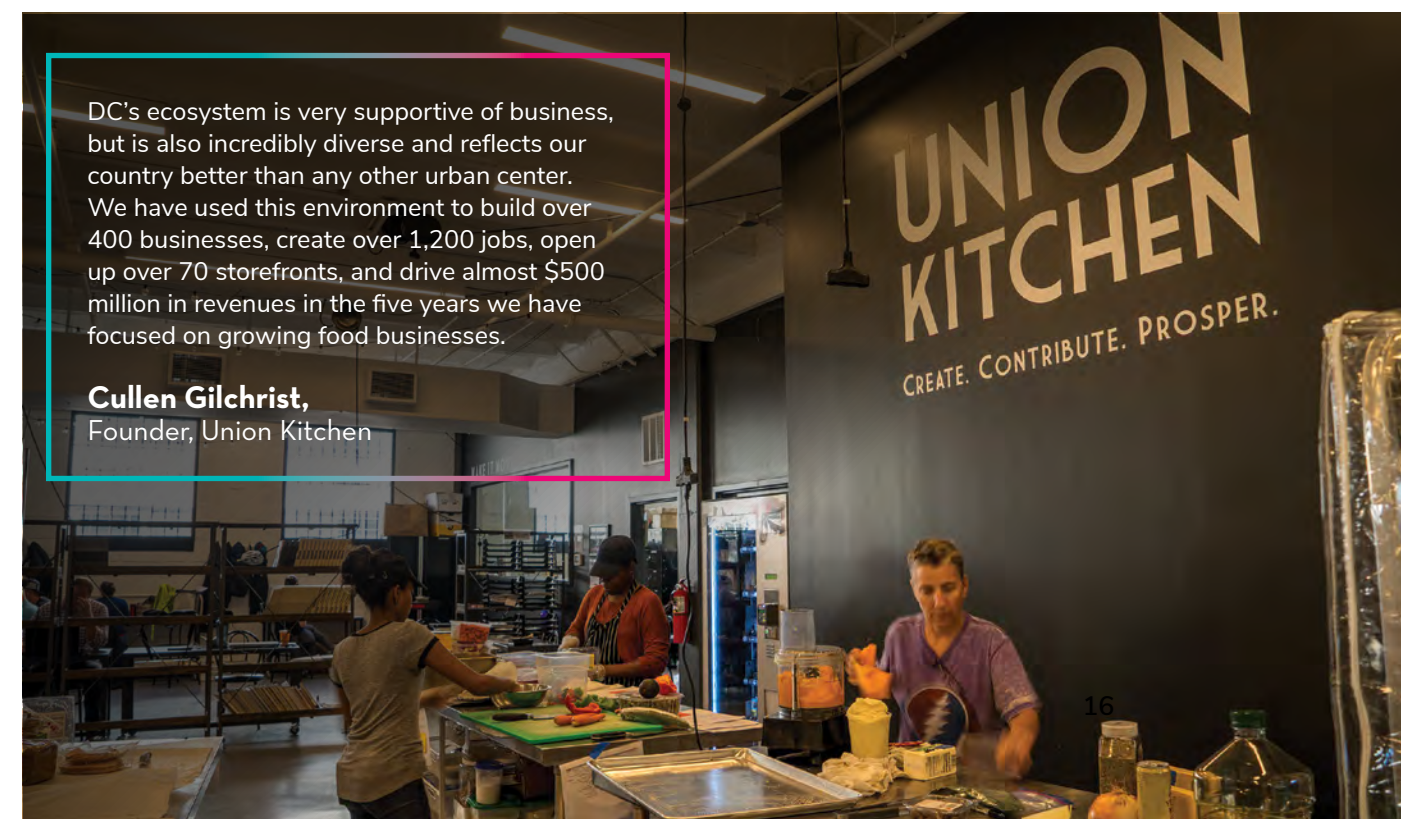
Puddin' started in 2010 as a weekend farmers' market vendor and gradually grew to include multiple open-air markets and food trucks. My business growth was largely due to the rapid demand for commercial diversity and the favorable business environment in DC, made possible by the initiatives of the Mayor's Office, the local business community, and residents of the District.

Toyin Alli,
Owner and Operator, Puddin'



DC's ecosystem is very supportive of business, but is also incredibly diverse and reflects our country better than any other urban center. We have used this environment to build over 400 businesses, create over 1,200 jobs, open up over 70 storefronts, and drive almost \$500 million in revenues in the five years we have focused on growing food businesses.

Cullen Gilchrist,
Founder, Union Kitchen



DC hosts the world

In 2016, DC welcomed more than 20 million visitors, setting a new record for the seventh year in a row. The hospitality industry has experienced tremendous growth in recent years as a result of its increasing appeal to business visitors and tourists.

World class shopping and local retail

An expanding ecosystem of homegrown music, food, art, and Made in DC products appeal to visitors from near and far. Washington, DC's flourishing creative economy provides makers and creatives access to a wide audience and, as the creative community continues to grow, so do the opportunities. Compass Coffee, founded by two US Marine veterans who served in Afghanistan, opened their first coffee shop in 2014. Today, they operate seven coffee shops and became the coffee of choice at the White House during the Obama administration. Their newest roastery in the Ivy City neighborhood makes them the largest coffee manufacturer in DC.

Since 2001, more than seven million square feet of retail space has been built in the District and another 1.5 million is under construction with a number of shopping corridors including historic Georgetown, Chinatown, 14th Street, Friendship Heights, and luxury downtown shops at CityCenterDC. Local purveyors feature their Made in DC products in the open-air Eastern Market and recently opened Steadfast Supply. The diverse retail scene is an eclectic mix of national chains, including Apple, Nike, and Target, peppered with one-of-a-kind boutiques and shops, including Proper Topper, Current, and Lettie Gooch.

WASHINGTON, DC HAS THE

#4

**BEST PARK SYSTEM
IN THE COUNTRY**



Fitness, fresh air, and fun

Between miles of trails, the National Mall, parks, and Rock Creek Park, one of the largest urban parks in the country, the DC region boasts plenty of outdoor locations to run, bike, hike, and kayak. Among high-density cities in the US, the District has the largest percentage of park land, and 97% of District residents live within a half mile walk to a park.

Highlights include:

- One of the largest urban parks in the country, Rock Creek Park features 2,100 acres of parkland, 32 miles of hiking trails, horseback riding, tennis courts, and a planetarium.
- The Potomac and Anacostia Rivers offer water-based activities including kayaks, canoes, and paddleboards at four points of waterfront access across the city. Boaters can rent or dock boats along the river from Georgetown to Navy Yard.
- DC is close to major hiking trails in the Mid-Atlantic, with over 60 hikes within 60 miles of DC including the Appalachian Trail, the C&O Canal, Great Falls, and Roosevelt Island.

From yoga and meditation studios to HIIT and crossfit gyms, Washington, DC stays fit at one of hundreds of gyms and fitness studios. The DC Department of Parks and Recreation maintains more than 60 different public recreation centers featuring sports fields, gymnasiums, tennis courts, and indoor and outdoor public pools. DC's parks and recreation centers host diverse sports leagues for all ages including kickball, softball, volleyball, flag football, and basketball.

WASHINGTON, DC IS THE

#2

**FITTEST CITY
IN THE NATION**

Four major sporting event venues are located in the Washington, DC area with 185,000 total seats and eight major professional teams including the Nationals, Wizards, Capitals, Redskins, Mystics, DC United, Washington Freedom, and Washington Kastles. New sports venues are coming soon, including the Entertainment and Sports Arena at St. Elizabeths, opening fall 2018 with more than 4,000 seats.

The temperate climate of Washington, DC offers all four seasons, with pleasant springs and autumns, and mild winters with approximately 15.2 inches of seasonal snowfall. It is not prone to major natural disasters such as earthquakes, droughts, fires, and tornadoes.

Making family growth affordable

Over the past ten years, DC has transformed a school system that underperformed into the **fastest improving urban school district in the country**, the District of Columbia has 263 elementary and secondary schools that serve 80,958 local students, and enrollment has been steadily growing in DC public schools for nearly a decade – a reflection of the confidence parents have in the District’s education system. Unique among major US cities, nearly half of DC’s public school enrollment is in public charter schools, which are tuition-free and open to all. With over 6,500 teachers, DC’s pupil/teacher ratio is 12.33, far better than the national average of 16.06. DC also has over 40 different private and parochial schools, many among the best in the country, including Sidwell Friends, National Cathedral School, Georgetown Day School, St. Albans, and St. Anselm’s Abbey.

DC offers many childcare options, with more than 350 licensed child development centers and 115 licensed home-based child development facilities. Over the next three years, the District will create an additional 1,300 infant and toddler seats and support 300 DC residents gain certification as educators for infants and toddlers.

The District offers free pre-K3 and pre-K4, the only jurisdiction in the region to do so. These investments help families save money on childcare and other educational expenses. The District’s funding provisions for universal pre-K are among the strongest of any city in the country with an investment of \$15,400 per child, far above the national average of \$4,100 per child.

DC outranks all other states in pre-kindergarten enrollment with an estimated 70% of three-year-olds and 84% of four-year-olds enrolled in a pre-K program during the 2015-16 school year.

DC was the first major US city to offer universal pre-K

Committed to K-12 STEM

DC public schools serve students from pre-kindergarten through adulthood with a variety of programming. Students choose their path in Montessori or learn Spanish, French, Mandarin, or Hebrew in a dual-language immersion setting. There are more than 200 public schools within District limits striving for academic excellence and preparing students for post-secondary college and careers.

This year, Mayor Bowser announced millions in new investments for middle and high school programming at DC Public Schools (DCPS). Every middle school in DCPS will offer additional algebra and STEM courses, including computer science and engineering, and every student will have the option to participate in at least one extracurricular program including computer coding clubs, new athletic programs, and performing arts courses.

Many DC high schools offer Advanced Placement (AP) Computer Science, with the number of students taking the exam increasing by almost 50% every year since 2013. This is partly due to a National Science Foundation grant to train 20 teachers from 16 DCPS High Schools to lead entry level computer science courses, allowing students to develop a foundation to succeed in AP-level classes. In 2016, the majority of DC students who took AP Computer Science exams attended DC Public Schools. Introductory computer science classes are offered at these schools in conjunction with Project Lead the Way, with programming expanding next year to include a cyber security course.

Our vision is for every DC Public School (DCPS) student to feel loved, challenged, and prepared to positively influence society and thrive in life. DCPS has made tremendous progress in the last decade thanks to strong educators and leaders who believe that every student can be successful.

Antwan Wilson
Chancellor of DC Public Schools



Youth partnerships

Marion Barry Summer Youth Employment Program (MBSYEP), the District’s flagship youth pathway to employment, is a locally funded initiative that provides youth ages 14 to 24 with enriching and constructive summer work experiences through subsidized placements in the private and government sector. MBSYEP allows youth to earn money and learn and develop the skills, attitudes, and commitment necessary to succeed in today’s world of work.

The District of Columbia Government has partnered with Microsoft’s Digigirlz program for several years to give middle and high school

girls opportunities to learn about careers in technology, connect with Microsoft employees, and participate in hands-on computer and technology workshops.

The DC STEM Network is dedicated to inspiring and preparing all DC youth to succeed, lead, and innovate in STEM fields and beyond. The DC STEM Network maintains a list of all local STEM programs for youth and hosts events including the STEM Summit and career fairs.

DC is home to 10 hospitals and medical centers. The region is host to key institutions including the FDA and National Institutes of Health.

#1
IN INFANT HEALTH CARE



As one of the world's top pediatric hospitals, we stand at the forefront of discovery, innovation, and clinical care. Every day, we strive to ensure that every child in our richly diverse community can reach his or her fullest potential.

Kurt Newman, MD
President and CEO, Children's National Health System

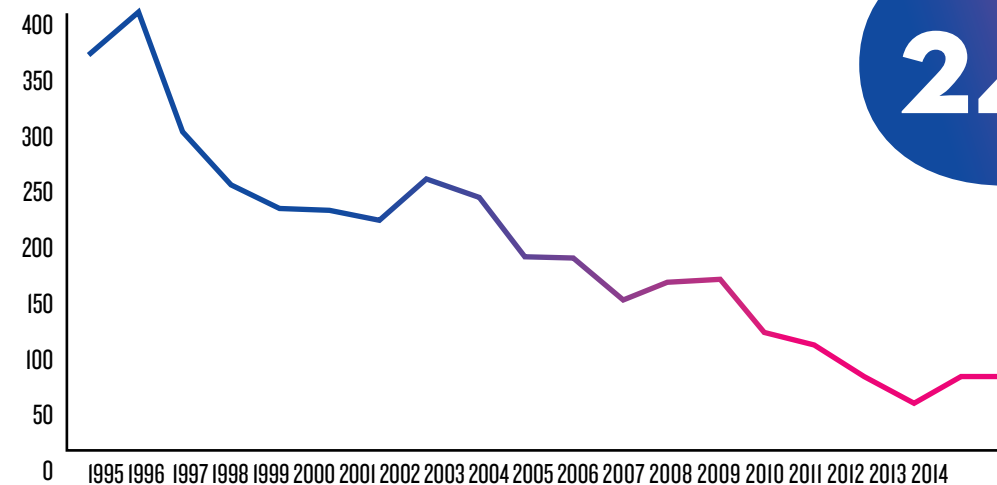


Safer, stronger communities

The success of cutting-edge policing and crime prevention strategies Washington, DC has implemented are reflected in the crime outcomes. Year-to-date, the District has seen a 32% decrease in robberies, a 23% decrease in assaults with a dangerous weapon, an 8% decrease in homicides, and a 26% decrease in burglaries. Violent crime in the District in 2016 was the lowest the city had seen since at least 2003. So far this year, violent crime has dropped another 24% compared to last year's historic low.

Under the decade-long tenure of Police Chief Cathy Lanier and now Chief Peter Newsham, DC has risen as a national model of effective community policing. In 2015, Mayor Bowser announced the Safer, Stronger DC initiative, a renewed approach to keeping DC residents and visitors safe. The initiative is ongoing, and includes putting more police on the streets, giving police officers better tools to prevent crime, focusing on stopping repeat offenders, and growing a community partnership strategy.

Homicides in Washington, DC 1995-2014



24%
DECREASE IN VIOLENT CRIME
2016-2017

source: Washington, DC Metropolitan Police Department, "Homicide Count"

ACCESS



TRANSPORTATION

SUSTAINABILITY & RESILIENCE

CONNECTIVITY

MOBILITY & SMART CITIES

DC'S WORLD-CLASS INFRASTRUCTURE & RESILIENCE LEADERSHIP

Washington, DC features the infrastructure of a major, cosmopolitan, interconnected urban city. As one of the most connected cities in the globe, DC is a leader in resilience, smart cities, and data infrastructure. Amazon and DC could work in partnership to advance these initiatives to make them even more impactful.

The world travels to DC

Since the world meets in DC, the region features three major airports that serve as transportation hubs for both domestic and international flights. Washington Dulles International Airport (IAD), Ronald Reagan National Airport (DCA), and Baltimore/Washington International Thurgood Marshall Airport (BWI) are a short ride by car or public transit. Union Station is a bustling portal to train destinations along the East Coast and around the country.

With up to 76 daily flights to New York, nine daily direct flights to Seattle, and 20 daily direct flights to the Bay Area, service to and from the region, Washington, DC delivers the level of service necessary to support a transient global capital city.

DC area airports also serve as international hubs with 88 daily international flights to 59 unique international locations on nonstop or one-stop same-plane flights.



Travel times from downtown DC

	BY CAR	BY TRANSIT
Reagan National (DCA)	20 min	20 min (metro)
Washington Dulles Intl. (IAD)	41 min	1 hour*
Baltimore/Washington Marshall (BWI)	55 min	35 min (MARC)

*Silver Line (Metro) to Dulles to complete in 2018
Source: Metropolitan Washington Airports Authority



**CAR-FREE
HOUSEHOLDS**

Source: University of Michigan



**TRANSIT-
FRIENDLY CITY**

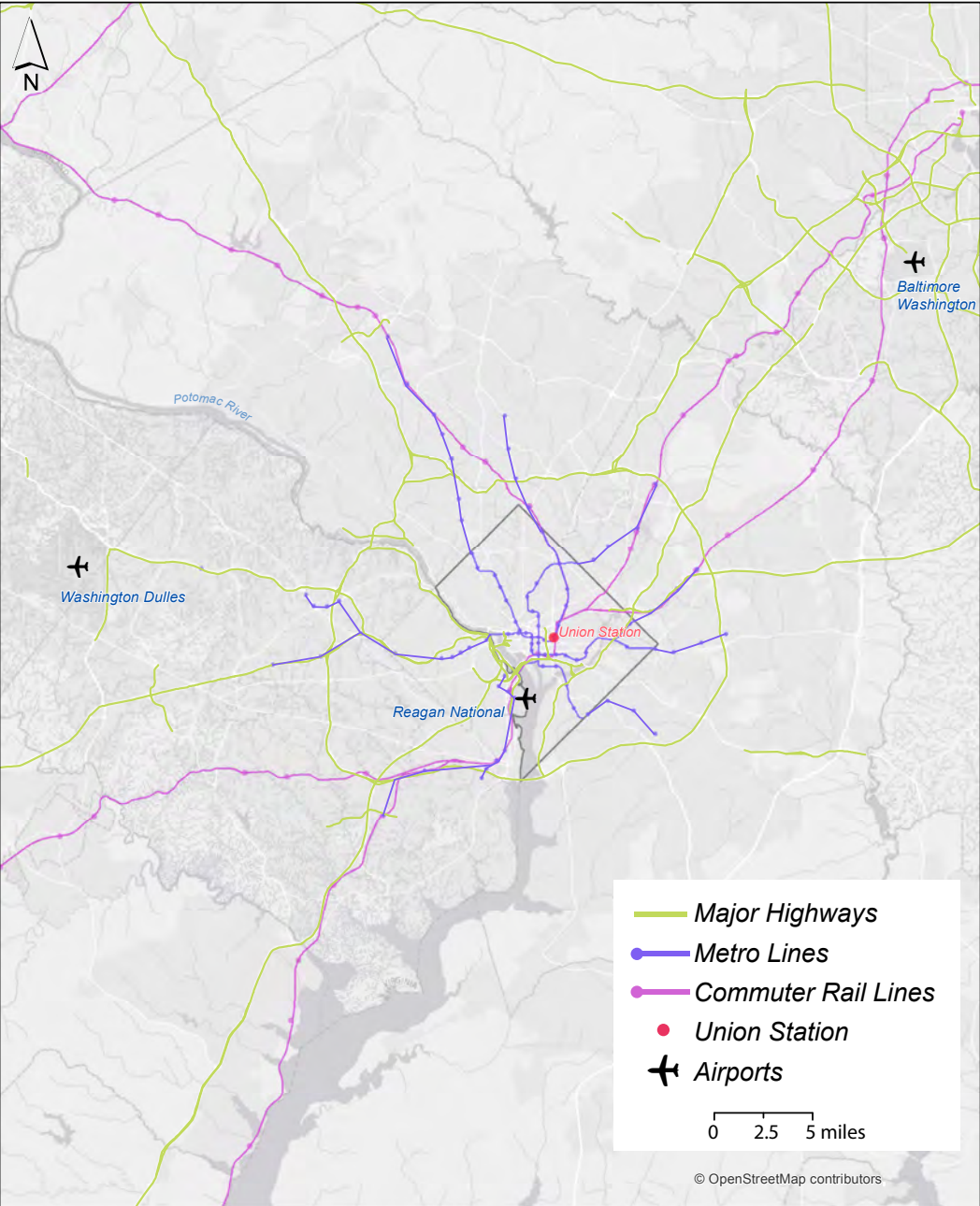
Source: walkscore.com



**MOST WALKABLE
CITY**

Source: walkscore.com





This map was created for transportation planning purposes from a variety of sources. It is neither a survey nor a legal document. Information provided by other agencies should be verified with them where appropriate.
Map Created by the District Department of Transportation on 10/16/2017

Washington, DC Region

A robust, multi-modal transportation network

Among large US cities, few offer as many transportation options as DC. More than a third of DC households are car-free, the second highest proportion of any major US city. A quarter of DC residents choose alternate methods of transportation and go by foot, train, bike, or bus.

DC is only a short train or bus ride away from numerous major cities along the East Coast. Every day from Union Station, up to 38 trains leave for New York City and Philadelphia, and 18 trains to Boston. The Acela Express, the fastest train in the Western Hemisphere, transports passengers from DC to New York in two hours and 46 minutes, to Philadelphia in one hour and 30 minutes, and DC to Boston in six hours and 40 minutes, with wifi all the way. Major bus lines service frequent routes from DC to the north, south, and west.



With 40 million visitors per year, Union Station is more visited than the Las Vegas Strip or Grand Central Station.



Flight Frequency from DC Airports

AIRPORT	DOMESTIC FLIGHTS	INTERNATIONAL FLIGHTS
Reagan National (DCA)	410 daily nonstop flights to 93 domestic destinations	10 daily international flights to 5 unique international destinations
Washington Dulles (IAD)	248 daily nonstop flights to 72 domestic destinations	66 daily departures to 56 unique nonstop & one-stop same-plane international destinations
Baltimore/Washington Marshall (BWI)	69 nonstop flights to 69 domestic destinations	12 daily international flights to 12 unique international destinations

Source: Destination DC

There is already a groundswell of investment in connecting DC with the long-range transit technology of the future. Acela, the high-speed train currently operating along the northeast corridor – allowing travelers to get from New York to DC in less than three hours – will get almost two and a half billion dollars in upgrades in 2021. Its new trains will be 20% faster and the investment will include upgrades to Union Station.

The superconducting Maglev train proposed between Baltimore and DC, which has environmental impact studies already underway, would be the fastest train in the world completing the entire journey in an astonishing 15 minutes. With Maglev, Amazon HQ2 employees living 40 miles away in Baltimore could enjoy shorter commutes to work than those who take a 20-minute bike ride through the neighborhood.

DC is uniquely situated to experiment in real world conditions and unify policy on Autonomous Vehicles. The presence of the National Highway Transit Safety Administration, Federal Highway Administration, USDOT, in and around DC is uniquely advantageous when coupled with nearby university technical and policy researchers in robotics, drones, self-driving cars and trucks.

BIKE RIDERSHIP IN WASHINGTON, DC MORE THAN DOUBLED BETWEEN 2008 AND 2014

#2

CITY FOR WALK &
BIKE COMMUTING



03: ACCESS - TRANSPORTATION

Transit options



Metro provides safe, clean, and reliable transit service for more than 600,000 customers a day throughout the Washington, DC area. The system is the second busiest in the United States, serving 91 stations in Virginia, Maryland, and the District of Columbia. The Metro system has six color-coded rail lines: Red, Orange, Silver, Blue, Yellow, and Green. The layout of the system makes it possible to travel between any two stations with no more than a single transfer.

Metro provides more than 400,000 trips each weekday serving 11,500 bus stops in Washington metro area. Metro is the sixth busiest bus agency in the United States, with a fleet of more than 1,500 buses operating on 325 routes.

Local Bus Systems extend public transportation into more neighborhoods - both in DC and beyond - and Commuter Buses take commuters inside and outside of the capital beltway each day.

Commuter Rail offers long-haul services, carrying passengers as many as 50 miles into and out of the DC area on weekdays. The combined daily ridership approaches 50,000 passengers, with 16,000 using the Virginia Railway Express (VRE), and 30,000 taking the Maryland Area Regional Commuter (MARC).

Metro is a shared-ride, door-to-door, paratransit service for people who cannot independently use the accessible bus and/or rail system due to a disability.

One of the most walkable cities in the US

A city of walkers, one in eight of DC's residents walk to work, while the majority take one or more walking trips a day. More than 880 miles of District streets have sidewalks on both sides, 150 miles of DC streets have sidewalks on one side, and the District has more than 150 miles of recreational paths and trails.

DC is safe and friendly for cyclists

With the second highest proportion of bicycle and walking commuters of any large US city, Washington, DC was the first jurisdiction in the country to launch a bike-sharing program. For more than a decade, the District has been building a citywide network of on-street bicycle lanes, signed routes, and other bicycle facilities. In that time, commuter trips by bicycle have quadrupled. Currently the District boasts over 150 miles of bike lanes and paths, three miles of cycle tracks, and 10 miles of multi-use tracks. The District has also installed more than 3,000 bike racks in support of the many bike sharing options. Capital Bikeshare has 3,700 bikes and 440 stations, the most stations per capita of any major US city. New dockless bike sharing companies such as Mobike, LimeBike, and Spin are now piloting their technologies in DC.

Sustainability and resilience

Sustainable buildings, protection of natural resources, and accessibility to alternative transportation including more than 150 miles of bike lanes and paths, are the forefront of Washington, DC's dedication to building an environmentally conscious city. Setting the stage for a future of all new net-zero energy buildings, DC has the most ENERGY STAR certified buildings, a record 790 in the metro area, and became the world's first LEED platinum city in 2017.

The city's first commercial net-zero energy building, the American Geophysical Union headquarters, uses rooftop solar panels and a wastewater heat exchange system to generate sufficient energy for the building. More than 3 million square feet of green roofs in the city coupled with the largest wind-power purchase agreement of its kind for a US city will provide more than one-third of the total electricity the local government uses for the next 20 years.

The District is launching innovative policies and programs to protect and restore waterways, better manage storm water runoff, and reduce potable water consumption. In 2010, a 5-cent bag tax on plastic or paper bags at grocery stores was instituted to fund the Anacostia River Cleanup and Protection Fund, which contributes to making the Anacostia fishable and swimmable. The city recently recorded the sale of its 100,000th storm water retention credit, a program that incentivizes private investment in storm water management. This program received the 2016 Innovation Award from the Environmental Council of the States. To date, DC has managed storm water runoff from over 50 million square feet of land.

The DC government has prioritized food waste drop-off locations in all 8 Wards, where waste is converted to compost.



Through green workforce development programs, the District is building stronger and more sustainable neighborhoods while also preparing residents for 21st century jobs. Through Solar Works DC, the Green Zone Environmental Program, and River Corps, the District creates a pipeline to employment and supplies employers with a qualified, well-trained workforce. Since Mayor Bowser took office, more than 1,000 young people have participated in the District's programs and landed jobs in the fields of energy and environment as a direct result.

DC is a leader in creative financing tools for green outcomes. DC PACE allows property owners to repay the cost of energy efficiency, water, and renewable energy improvements over time through a special assessment placed on the property. In June of 2017 a \$25 million PACE deal - the largest single note in history - was signed to help finance the installation of state-of-the-art energy and water efficiency measures, an 884 KW solar array, and storm water retention systems at DC United's 20,000-seat Audi Field soccer stadium. In the same year, Mayor Bowser introduced legislation to make DC the first city in the United States to establish a Green Bank. The DC Green Bank will pair private capital with public investment to more efficiently achieve the city's ambitious greenhouse gas emissions reduction targets and further reduce reliance on fossil fuels.

Over the past year, District leaders seized on an opportunity to grow clean energy production, create local jobs and serve its neighborhoods disproportionately impacted by their utility bills by launching the first-of-its-kind solar jobs training program, Solar Works DC. This is a prime example of Washington, DC's commitment to leading the international community in urban sustainability, economic development and social justice.

Nicole Steele
Executive Director, GRID Alternatives Mid-Atlantic

Our mission includes not only brewing delicious craft beer but being an environmental steward as well. We employ a solar panel array to provide electricity, package beer in 100% recyclable cans, recapture water from our processes for reuse, and donate spent grain to local farmers for use as compost and animal feed. People in DC are conscious of the products they buy and the business practices of the companies behind them.

Justin Cox,
Founder & CEO, Atlas Brew Works LLC



**WE ARE COMMITTED TO
SUSTAINABLE PRACTICES TO
ENSURE OUR COMMUNITY
AND BEAUTIFUL ECOSYSTEM
THRIVE FOR FUTURE
GENERATIONS**



DC operates a one-of-a-kind 100 gigabits-per-second fiber network throughout the city

Connectivity infrastructure like nowhere else

Fiber footprint

The Office of the Chief Technology Officer (OCTO) manages an incredibly successful municipal network. More than 700 miles of fiber powers the city, providing connectivity to government buildings, community anchor institutions, and free public wifi to District residents. Through its operational experience running a municipal network and extensive community engagement (Connect.DC), the District has provided technical city resources and a commitment to sustainability and community development.

Connectivity to AWS facilities (Direct Connect)

DC operates one of the most advanced government owned and managed networks in the nation. The expansive fiber footprint spans the entire city, including 650 city-owned or leased buildings, with a one-of-a-kind 100 gigabit-per-second optical backbone equating to almost 10 terabits-per-second of aggregate capacity. OCTO continues to expand its capacity and fiber reach by connecting major telecom carrier hotels and service providers, and providing connection to federal agencies, non-profit healthcare/educational anchor institutions, convention centers, sports arenas, universities,

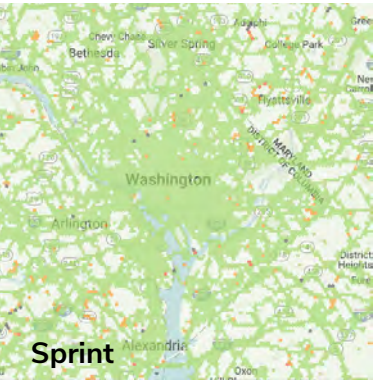
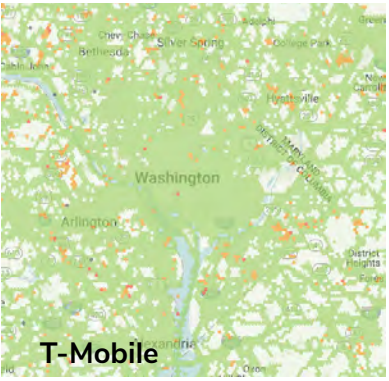
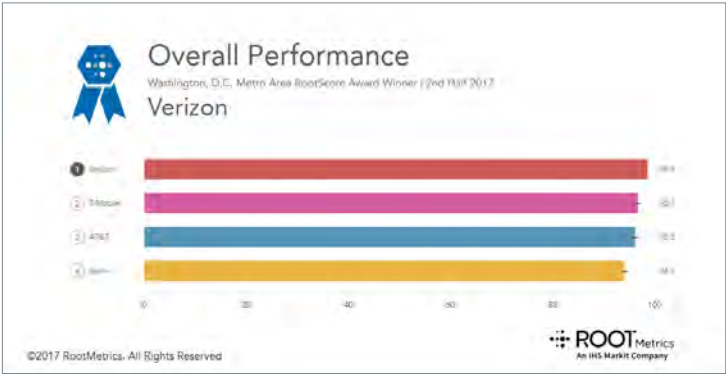
and the National Capital Region (NCR) network. With data center infrastructure presence in Equinix and CoreSite campuses in Virginia and DC, the District continues to establish network exchange points with many national and international commercial and government service providers.

Fiber connectivity to Federal Government and academia with Direct Connect

The Ashburn Equinix data center provides DC government with an Amazon Web Service Direct Connect. DC plans to expand its current network capacity and establish additional Direct Connect exchange points via CoreSite's DC facilities. DC's interconnectivity provides developers and innovators access to many local and regional research institutions, consortiums, and platforms including Internet2, CAAREN (Capital Area Advanced Research Education Network), GENI (Global Environment for Network Innovation), and MAVRIC (Mixed/Augmented/Virtual Reality Innovation Center) to easily facilitate direct connectivity to AWS. The Equinix data center, CoreSite facilities, and existing AWS facilities present an unparalleled opportunity to create an interconnected and sustainability rich campus for Amazon.

Cellular coverage

Cellular coverage by the four major providers, Verizon, AT&T, Sprint, and T-Mobile, have close to ubiquitous outdoor coverage in the District and indoor coverage in the areas of interest. The District works with all cellular carriers to facilitate and manage neutral host Distributed Antenna System (DAS) solutions to improve in-building wireless coverages in government buildings along with facilities of interest. The District can implement neutral host DAS solution if required to meet any gaps that may exist for in building cellular coverage.



DC is a leader in mobility and smart city innovation.

As the center for transportation innovation, Washington, DC continues to be a leader in advanced mobility.

DC was the first city Zipcar founders chose to expand outside of its home city. In 2014, executives at app-based ride-booking services hailed Washington as a model city after the DC Council approved some of the most industry friendly rules of any city.

"Our approach with these innovations is to have a dialogue and figure out how to support them, instead of saying, 'You don't fit so you can't operate,'" says Sam Zimbabwe, associate director of policy, planning and sustainability administration at the DC Department of Transportation.

Ready for autonomous vehicles

The DC government is a leader in thinking through autonomous vehicle policy and implementation, a perfect fit for the autonomous vehicles and robotics that are critical to Amazon's long-term success. DC already has favorable conditions for autonomous vehicles. For example, it was the first city to deploy Starship Technologies delivery robots for food and medication in partnerships with DC Government and Johns Hopkins Sibley Memorial Hospital, respectively. Additionally, the District of Columbia joined the Bloomberg-Aspen Autonomous Vehicle Initiative in 2016 to advance its innovation in this space.

The Stimson Center in DC is already doing policy research on drones from a national security perspective, but there is currently no definitive hub of analysis for commercial-purpose drones. Autonomous vehicles are an area where a university-based center funded or overseen by Amazon could unify policy and technical experts to accelerate the market by concentrating on infrastructure changes, insurance issues, and transportation laws. The presence of NHTSA, FHWA, FMCSA, and others are uniquely advantageous when coupled with university technical and policy researchers in robotics, drones, self-driving cars, and trucks. The University of Maryland and Virginia Tech have particular strengths in robotics, AI, and engineering.



**SMART CITY
IN THE WORLD**

**DC JOINED THE
BLOOMBERG-ASPEN
AUTONOMOUS
VEHICLE INITIATIVE
IN 2016 TO ADVANCE
ITS INNOVATION IN
THIS SPACE.**



STABILITY & GROWTH

A WORLD CAPITAL

STABLE & DIVERSE ECONOMY

SUPPORTIVE DC GOVERNMENT

HOUSING & GROWTH



DC'S STABLE LONG-TERM ECONOMY AND PLANS FOR GROWTH

DC is built to last and adapt. It has a stable and diverse economy and a local government that has embraced innovation. DC confronts its growth forecast as a national leader in housing investments, focused on ensuring an inclusive housing policy with options for all residents.

Washington, DC is a global capital with unparalleled proximity to federal policymakers, regulatory agencies, thought leaders, and creative pioneers. DC residents are immersed in a socially diverse atmosphere, residing among Congressional staff, startup founders, and think tank analysts and socializing with federal agency heads, embassy staff, and influencers.

As an ideal place for companies seeking to influence policy and operate in regulated industries, Washington, DC is more than just the seat of the US government; it's a global capital whose address denotes distinction all over the world. Organizations including the World Bank, the International Monetary Fund, the Organization of American States, the Inter-American Development Bank, and the Carnegie Endowment for International Peace consider DC a focal point for critical international conversations on world economy, global politics, the environment, and peace.

THE GREATER WASHINGTON
REGION IS HOME TO

400

INTERNATIONAL ASSOCIATIONS,

1,000

INTERNATIONALLY OWNED
COMPANIES AND MORE THAN

180

EMBASSIES AND INTERNATIONAL
CULTURAL CENTERS

Washington, DC has developed a very close relationship with China for over 3 decades and especially in the past 5 years after the city has established the China offices in Beijing and Shanghai. DC has witnessed a growing number of major Chinese investment including Air China and CCTV.

Ning Shao, Chief Executive
DC Center China

17%

OF DC RESIDENTS
SPEAK A LANGUAGE
OTHER THAN ENGLISH
AT HOME

14%

OF DC RESIDENTS
ARE FOREIGN-BORN

The District’s financial condition is the envy of other cities and states, with increasing revenues every year, over \$2 billion in reserves, and a AA bond rating.



Supportive DC Government

Washington, DC has a distinct unitary government which serves as a city, county and state government - unique among cities across the US. The Mayor is its single executive and the 13-member District of Columbia Council serves as a single legislative body, with both working out of the same executive building. Since the District’s governing body does not have multiple layers of bureaucracy, the city is able to be agile in its response to opportunities within city limits and regionally and can quickly move key projects and incentives through the system.

This can help Amazon minimize their time to operations.

The city has steadily increasing revenues, a double-A rating, more than 2 billion dollars in its reserves, and a fully-funded pension. The District’s FY 2016 Comprehensive Annual Financial Report received a clean and unqualified opinion from independent auditors for the 20th consecutive year. In 2016, DC tax revenues surpassed seven billion dollars for the first time in its history. With its healthy financial condition, DC is now the envy of many cities and states

A unitary government is more nimble and business-friendly



COUNCIL OF THE DISTRICT OF COLUMBIA
THE JOHN A. WILSON BUILDING
1350 PENNSYLVANIA AVENUE, N.W.
WASHINGTON, D.C. 20004

Dear Mr. Bezos and Amazon Selection Committee:

We are excited to express our support for Washington DC’s bid for Amazon’s second headquarters. As the Chairman of the Council of the District of Columbia, the Chairperson of the Council’s Committee on Business and Economic Development, and Chairperson of the Council’s Committee on Finance and Revenue, we lead all legislative efforts related to business and finance in the District of Columbia.

DC offers Amazon the ideal location for its second headquarters. The myriad strengths of the District are outlined in the official proposal - from our vibrant urban core and unique neighborhoods to the most highly educated workforce in the country. DC is a global leader with its focus on resilience and sustainability. We celebrate our diverse and strong communities.

DC is the only jurisdiction in North America with a unitary government: one legislative body and one executive to accomplish all state, county, and local legislative and regulatory actions. This unique relationship has paved the way for our city to be a national leader in adapting our laws and regulations to the realities of our changing technologies. We were one of the first jurisdictions to create a legal structure for ride-hailing apps, we laid the legal groundwork for autonomous vehicles a few years ago, and we have opened our city to pilot delivery bots.

The Council stands ready to work with the Mayor to ensure Amazon sees the District as a key partner. Already, we have created two programs (Qualified High Technology Company and Creative and Open Spaces Modernization legislation) that provide some of the most generous tax incentives in the country for technology companies. Through this and other legislative initiatives, we continue to attract and retain major companies such as the Advisory Board Companies and Blackboard. We have helped move forward major redevelopment efforts such as The Wharf, one of the largest waterfront developments on the East coast; Nationals Park, home to the city’s major League Baseball franchise; and Audi Field, home of the DC United soccer team. These efforts have attracted thousands of jobs to the city, while also increasing the quality of life and enhancing our vibrant community.

DC offers the stable fiscal environment that will allow Amazon to focus on its core business over the long term. This is because the financial state of the District is strong, with increasing revenues every year since the Great Recession, over \$2 billion in reserves, and a AA rating on its bonds. Our fiscal success is an important factor in having an economic environment where private sector business can thrive.


Finally, the Council has led efforts to streamline the District’s tax system, receiving plaudits from organizations as diverse as Americans for Tax Reform and the Urban-Brookings Tax Policy Center. The broad tax relief, which was recently hailed by the New York Times as a model for other states and the Federal government, has produced a fairer and more progressive tax system while also cutting corporate tax rates and creating tax parity with our surrounding jurisdictions.

We hope that Amazon strongly considers the District of Columbia for its HQ2 and can assure you that the Council will be a key partner welcoming you to our great city.

Sincerely,

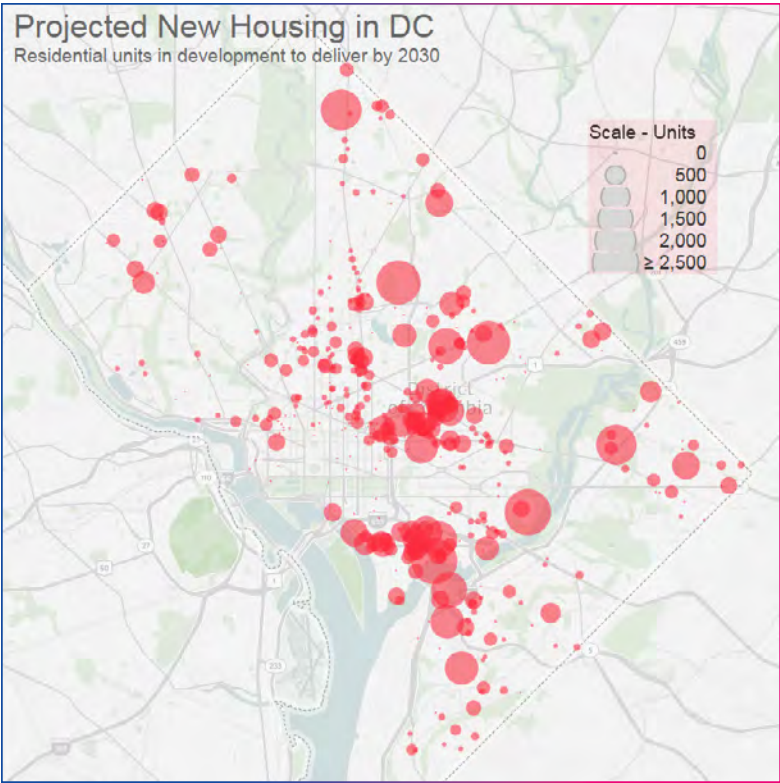

Phil Mendelson
Chairman


Kenyan McDuffie
Chairman, Committee on Business
and Economic Development


Jack Evans
Chairman, Committee
on Finance and Revenue



Real estate and housing, DC in 2030



Housing costs in DC

DC’s housing market was less affected by the great recession than other major metro areas, and has remained relatively stable in the years since. Rent growth over the past few years has been lower than other major cities, despite a growing renter population. Since 2011, sustained production has stabilized increases in rental housing costs even as a near record number of apartments were absorbed this past year.

Over the next five years, new supply is expected to exceed or surpass absorption, reducing pressure on renters and keeping the District affordable. In 2017, over 7,000 new family housing units will be delivered and available, providing many options for new residents.

In the long term

Housing production is strong with over 74,000 housing units in various stages of pre-development, ranging from the last stages immediately prior to permits and construction, to long term projects such as the District’s vision for new neighborhoods in the former Walter Reed Army Medical Center campus, McMillan Sand Filtration Site, and former St. Elizabeths Hospital East Campus.

Median rental prices per square foot for metro areas

	WASHINGTON, DC	BOSTON	SAN FRANCISCO	US
1-bedroom	\$2.45	\$3.14	\$3.82	\$1.86
2-bedroom	\$1.83	\$2.50	\$3.06	\$1.41
3-bedroom	\$1.46	\$2.21	\$2.42	\$1.04
4-bedroom	\$1.26	\$2.07	\$1.89	\$0.92
5+ bedroom	\$1.24	\$1.15	--	\$0.85
All homes	\$1.58	\$2.63	\$2.54	\$1.10
Apartments only	\$2.07	\$2.61	\$3.38	\$1.60

Source: Zillow.com, 2017

Affordable housing approach

There may be concerns that a company as significant as Amazon could impact the cost of housing and cause displacement. As a national leader in producing and preserving affordable housing, DC is prepared to proactively address these issues. Over the last 3 years, Mayor Bowser has already funded DC's Housing Production Trust Fund with \$350 million and has committed to at least \$100 million more each year. **This fund is the largest, dedicated housing trust fund of any city in the country**, and much larger than most states. The District recently received the prestigious Urban Land Institute Robert C. Larson Housing Policy Leadership Award, with praise for its multi-pronged approach to tackling housing issues.

This approach includes the establishment of the Housing Production Trust Fund, a Housing Preservation Strike Force, and the development of a streamlined process to dispose of vacant properties. By supporting affordable housing construction and preservation, maintaining existing affordable units, and improving programs to encourage homeownership, current and future DC residents are presented with housing that is available, affordable and sustainable.

DC's Inclusionary Zoning law is one of the most progressive in the country, preserving mixed-income neighborhoods. New and rehabbed housing developments, including rentals and for sale, must build in affordability by retaining 8-10% of the floor area for affordable units, reserved for low-to-moderate income households selected by lottery.

Over the past year, Washington, DC saw a 10.5% reduction in homelessness and continues to make significant progress towards making homelessness rare, brief, and non-recurring. Government and community organizations are working to end homelessness by 2020, matched with major commitments from local government, including affordable housing financing and expanded service offerings.

Amazon can grow with DC

According to the manager of Big Bus tours, "Every city says they are a city of neighborhoods. But DC gets that right." DC has over 50 neighborhoods each with their own unique character. DC's different neighborhoods offer many different housing options – from historic rowhouses and Tudors, to brand-new and updated condos.

Washington, DC is in midst of its most robust population growth spurt since the 1950s. With more than 114,000 new residents added since 2005, DC is more than able to welcome the influx of new workers and residents Amazon would bring. In 2016 the city added over 1,000 net residents a month to its diverse population of 680,000 residents. Among American cities, DC has one of the highest millennial shares of population, second only to neighboring Arlington, Virginia.

More growth is on the horizon. DC is forecasted to continue its streak as the fastest growing jurisdiction in the region, reaching a population of almost one million in 2045. It has over 152 million square feet of office, retail, residential, medical, education, and hotel space in the development pipeline through 2030. 80% of this development will be within half a mile of a Metrorail station, creating an incredibly connected DC in the near future.

Planning for growth means adding affordable and attractive housing options for all types of households. Approximately half of residential development in the city is done through a matter-of-right process without lengthy pre-development approvals. As a result, more than 36,000 units have been built in the city since 2006.





INCENTIVES

FINANCIAL INCENTIVES

ADDITIONAL INCENTIVES



AMAZON UNIVERSITY & PARTNERSHIPS

Amazon’s financial incentives

The District has some of the most competitive technology incentives in the country. For Qualified High Technology Companies (QHTCs) like Amazon, an existing incentive program in DC offers one of the most attractive incentive packages for high-tech businesses of any jurisdiction in the country. The QHTC incentive reduces the cost of doing business by providing certain credits, exemptions, and other benefits that address Amazon’s upfront capital outlay and ongoing operating costs.

This incentive exists in DC’s tax code, eliminating uncertainty from a long legislative process. This valuable, on-the-books incentive serves as the baseline for how the District government has engaged technology companies around incentives. We are prepared to work with Amazon to craft a package that accommodates both the company and the District.

MOVE TO DC

- Relocation reimbursements of up to \$5,000 for each employee relocated to the District, or \$7,500 if the employee also relocates his or her principal residence to the District
- Five-year freeze on assessed value of real property (no increase in real property tax)

GROW IN DC

- Wage reimbursements of up to \$10,000 for each new hire—or up to \$30,000 for newly hired veterans
- Ten-year exemption of qualified personal property taxes

THRIVE IN DC

- 0% corporate tax rate for five years and a reduction in the corporate tax rate from 9% to 6% for the life of the company
- Exemption from sales tax on purchase of hardware and software
- Training tax credits of up to \$20,000 for newly hired veterans—up to \$10,000 may be refunded
- Exemption from sales tax charged for retail sales and service provided by a qualified company

What QHTC looks like for Amazon

This package addresses Amazon's main concerns – initial capital outlay and ongoing operating costs. Several aspects mitigate capital outlay on building costs, technology hardware and software purchases, and relocation expenses as Amazon builds and expands in DC. A permanently lowered corporate franchise tax rate plus carry-forward credits mitigates Amazon’s ongoing operating costs in the District.

Amazon's benefits in the District will be based on Amazon's performance in the city. Several aspects of Amazon’s business model impact the total benefit including: the number of relocations or new hires coming to a DC HQ2, its investment in DC office properties and business tools, and the manner in which Amazon structures its corporate tax liability. We estimate the value of this package to be between \$488 million to \$1.05 billion from the selection period through 2034.

The result is a long-term and flexible package that lowers the cost of locating and doing business in the District substantially.

Below are the seven major components of the QHTC incentives and their estimated values for Amazon.

ID	TYPE	DESCRIPTION	AGAINST	CAPPED VALUE?	VALUE CALCULATION	ESTIMATED TOTAL	TIMING
A.1	Abatement	5-Year Real Property Tax Freeze on each building Amazon occupies (at least 50%)	Real Property Tax	Unlimited	\$10-13 per square foot	\$124M	First five years of occupancy
B.1	Exemption	Personal Property Tax Exemption on Qualified Property & Equipment	Personal Property Tax	Unlimited	\$375 per square foot	\$337M	For ten years
B.2	Exemption	Sales Tax Exemption on Investment in Qualified New Purchases	Sales Tax	Unlimited	~\$100 per square foot	\$27M over ten years	In perpetuity
C.1	Credit	New Hiring Credits	Corporate Franchise Tax	Unlimited	\$11K per FTE, on average	\$0-\$550M	10-year carry-forward, non refundable
C.2	Credit	Relocation Expense Credits	Corporate Franchise Tax	Unlimited	\$5K per FTE	varies*	10-year carry-forward, non refundable
C.3	Exemption	5-Year Corporate Franchise Tax Exemption	Corporate Franchise Tax	\$15M	\$15.0M	\$0-15M	0% tax rate for 5 years
C.4	Reduction	Tax Rate Reduction to 6%	Corporate Franchise Tax	Unlimited	varies*	varies*	After 5 years or \$15M in exemption from C.3

*Not estimated due to uncertainty on Amazon’s tax practices

Total value through 2034: \$488 M - \$1,053 M

A.1 5-year real property tax freeze

This abatement freezes the real property tax rate of buildings where Amazon locates. For the first five years of occupancy of an office building, the real property taxes are frozen, minimizing the impact of improvements on the building's assessment.

The freeze applies to either a build-to-suit or direct lease scenario. If Amazon takes a direct lease of a building delivered in shell condition, the incentive is not dependent on Amazon making the improvements, allowing Amazon to gain the benefit through rent concessions passed through by a building owner. By allowing Amazon full consideration of its capital investment, either directly or as a benefit provided through a building owner, Amazon can continue to leverage its market power, minimize real estate costs, and maintain its reporting methodology.

In calculating the estimated benefit of \$10-13 per square foot, we assumed a 33% assessment increase due to initial capital improvements.

B.1 Personal Property Tax Exemption on Qualified Property & Equipment

Qualified tangible personal property that Amazon purchases is exempt from the 3.4% personal property tax for the first ten years of purchase. If the tangible personal property is used or available for use in the eleventh year or thereafter, the property is then reported at 25% of the original cost or exchange value (unless it is technological equipment, reported at 10% of the original cost or exchange value). In calculating the impact of this incentive, we assumed a \$375 per square foot aggregate spend on equipment, furniture, and qualifying internal use software over the term of the office buildout.

B.2 Sales Tax Exemption on Investment in Qualified New Purchases

Amazon will be exempt from sales tax on intangible property or services otherwise subject to retail sales tax, plus sales of computer software or hardware, operating and applications software, computers, terminals, display devices, printers, cable, fiber, storage media, networking hardware, peripherals, modems, and more. In calculating the estimated benefit of this incentive, we assumed a \$100 per square foot spend on qualifying tech equipment and internal use software.

C.1 New Hiring Credits

With this incentive, Amazon will receive a credit against its corporate franchise tax liability of up to \$10,000 (\$5,000 per year) for each qualified FTE. The benefit is equal to 10% of the wages paid over the first 24 months to a qualified employee, up to the \$5,000 per year cap. The benefit triples if the new hire is a veteran. There is a 10-year carry forward provision, and the credit is non-transferable or refundable. In calculating the estimated benefit of this incentive, we assumed that 5% of new hires would be veterans, and that the average wages would be at least \$100,000 per year.

C.2 Relocation Expense Credits

With this incentive, Amazon will receive a credit against its corporate franchise tax liability of up to \$5,000 for each qualified full-time employee (FTE). This benefit is equal to the amount reimbursed to or paid on behalf of a qualified employee for the cost of relocating the employee to DC. The credit is not available if the relocation costs are claimed as a deduction. There is a per-year cap on the credit limited to \$1 million per year, and it may be carried forward 10 years. In calculating the estimated benefit of this incentive, we presumed that Amazon would likely maximize the \$5,000 per employee credit.

C.3 5-Year Corporate Franchise Tax Exemption

This provision brings Amazon's corporate franchise tax rate to zero for 5 years, commencing after the date that the company has taxable income, up to \$15 million dollars total. When calculating the estimated value of this incentive, we presumed Amazon would collect the maximum benefit on \$15 million in corporate franchise liability within the first five years.

C.4 Corporate Franchise Tax Rate Reduction to 6%

After the 5-year corporate franchise tax exemption period ends or the \$15 million limit is reached, Amazon would be subject to a reduced corporate franchise tax rate of 6% instead of the current 9% rate.

Other Considerations

A recipient of District support must abide by District law that requires compliance with District Certified Business Enterprise and First Source requirements. The specifics of the compliance depend on the nature of the project and support. The Deputy Mayor's office stands ready to assist Amazon with fully understanding and executing all required documents. The Deputy Mayor's office has worked with employers and District agencies to implement alternative arrangements in situations where public policy and employment goals can be met.



ADDITIONAL INCENTIVES FOR AMAZON

Amazon one-day permitting

Upon Amazon’s decision to locate HQ2 to Washington, DC, the Department of Consumer and Regulatory Affairs (DCRA), DC’s primary permitting agency, will provide Amazon with our Permit-In-A-Day service.

This service will enable Amazon to complete all agency approvals for significant projects in a single day. It expedites our already-accelerated third-party permit review program, which generally takes a few months to complete for a large project. Permit-In-A-Day brings Amazon’s design professionals into a room with DC’s various permitting experts to obtain all approvals at once.

This streamlined process allows for Amazon’s team to resolve complex design changes through face to face interaction, eliminating lengthy back and forth. With this service, design and construction can begin immediately, allowing Amazon to minimize its time to operations.

Amazon Ambassador

The District government will provide a dedicated Amazon Ambassador in the Mayor’s Office to ensure seamless project approvals and reviews, and to shepherd any Amazon project throughout the government and the DC community. Government can be challenging to navigate - the Amazon Ambassador will know the ins and outs of government implicated by any of Amazon’s big ideas.

From housing to transportation and education to public safety, the ambassador will assist Amazon staff in coordinating with permitting agencies and utilities during construction, and with forming meaningful engagements with the community and neighbors surrounding HQ2’s site before Amazon moves in — and throughout Amazon’s tenure as a DC company.

The position will be full-time and fully funded by the DC government. The Ambassador will ensure that DC’s executive, legislative, and regulatory arms are thinking as big as Amazon is, and swiftly enabling Amazon to create and innovate in DC.

Autonomous vehicle fleet

The DC government will partner with Amazon to pilot and deploy autonomous vehicle (AV) shared transit solutions within the Amazon campus and beyond. DC strives to be at the forefront of autonomous vehicle technology. A first round of pilots for people-moving AVs will include a DC government-funded transit fleet deployment.

As one of ten cities globally in the Bloomberg Philanthropies-Aspen Institute Autonomous Vehicles Initiative, DC has already begun to prepare the city for AVs. DC was one of the first jurisdictions in the country to pass legislation allowing autonomous vehicles on city streets, and will quickly craft any necessary regulations or further legislation to fully enable pilots and deployment.

DC will work with Amazon to clear hurdles for piloting last-mile goods-delivery AV technologies as well.

Fiber network

DC’s expansive fiber footprint spans the entire city with a one-of-a-kind 100Gbps optical backbone equating to almost 10 Tbps of aggregate capacity. The DC government operates a municipal Internet Service Provider (ISP) and has existing agreements allowing for easy expansion of its fiber footprint as needed. Commercial ISPs have widespread presence in the city (over 99%). It is one of the most advanced government owned and managed networks in the nation.

Over this fiber infrastructure, the District government can provision dedicated symmetrical bandwidth up to 8.8Tbps for transport services or direct connection to Tier Internet and Cloud Service Providers. This includes Internet peering with multiple tier 1 providers at geographically diverse locations throughout the DC metro area. The DC government pledges that a fiber network will be available at all of the locations identified, installed to meet any Amazon schedule.

Amazon Village

At each of its sites, the District and its partners will work with Amazon to apply its core technologies as a foundational digital layer that functions across the live, work, shop, dine, and play experiences.

Amazon Villages will combine Amazon Alexa and smart-home technologies with the latest retail and fresh food technologies (such as those pioneered by Whole Foods), automated vehicle infrastructure, and smart cities technologies.

The integrated deployment will work seamlessly across indoor and outdoor spaces to create the next generation of urban environment for Amazon workers and visitors. This concept has already been developed by Akridge and Western Development for deployment at Buzzard Point, which is at the Anacostia Riverfront proposed site.

Double-down housing investment

The arrival of HQ2 will require the creation and preservation of housing across the income spectrum. Mayor Bowser has been a leader in planning for and investing in affordable housing to ensure the District is welcome to residents of all incomes.

Should Amazon choose to locate its HQ2 in the District, the Mayor would use extra revenue produced by HQ2 to increase affordable housing investment. Based on the full buildout scenario provided by Amazon, the Mayor would commit to doubling the District’s annual investment in the production and preservation of affordable housing from \$100 million to \$200 million a year. This would produce affordable housing options for an additional 20,000 households.

Amazon University

As the center for the most educated and diverse workforce in the United States, Washington, DC is poised to create a customized education and training center for Amazon that leverages the talent of DC's residents and universities at DC government's expense. Amazon University will include customized educational curriculum for bachelors, masters, and executive education as well as training and workforce development programs modeled after programs we have successfully executed with other corporate partners — all developed in partnership with Amazon and DC's universities to meet Amazon's specific talent needs.

Partner programs

Amazon Center for Advanced Cybersecurity Research

As the preeminent region in the world for cybersecurity, Washington, DC's concentration of technical expertise can expedite Amazon's AI-based cloud security initiative, and provide accessible geographical alignment to Amazon Web Services' significant presence in Northern Virginia.

Each university in Washington, DC provides cyber-related programming and extensive AI projects. George Washington University (GW) and American University's (AU) Cybersecurity and Cybersecurity Governance Centers provide focused multidisciplinary research, education, and training related to cybersecurity in the public and private sectors. With a campus in Washington, DC, Amazon would be at the forefront of AI and cybersecurity, potentially creating partnerships with AU and GW to design an epicenter for cybersecurity drawing resources from multiple universities, government agencies including the Department of Homeland Security (DHS), National Security Agency (NSA), Department of Defense (DOD), National Institute of Standards and Technology (NIST), and the private sector.

DC Fed Tech

The densest concentration of Federal labs in the world is located in Washington, DC. These Federal research labs produce cutting-edge technologies on behalf of the government with broader potential applications across all industries. The District Government recently partnered with Hyperion Technologies, a DC-based startup company, to design a program to connect local MBA students and entrepreneurs with inventors from Federal labs to develop commercialization strategies. The collective partnership includes American University, University of Maryland, George Washington University, and Project 500, a local

small business support program, and builds upon Hyperion's Fed Tech program, which has been running at University of Maryland since 2013.

Amazon-Tailored Curricula at Georgetown and The George Washington University

Georgetown University and The George Washington University are prepared to craft Amazon-tailored curricula to support Amazon's talent development priorities. Georgetown's McDonough Business School and its School of Continuing Studies can develop custom executive education and training programs as they have done for a variety of private sector and government partners, including Ford, Booz Allen Hamilton, ADP, the Social Security Administration, and the US Army. They also offer professional masters and certificate programs in topics such as Cybersecurity, Cybersecurity Risk Management, and Applied Intelligence, as well as Technology Management, Systems Engineering Management, Project Management, and Human Resources Management. Additional opportunities include collaborating on efforts to promote educational mobility for Amazon employees without post-secondary education with tailored certificate or 'micro masters' programs.

Amazon can also team up with Georgetown's Medical Center and School of Nursing and Health Studies teams to create workplace wellness, worker safety, and employee health programs.

University of the District of Columbia @ HQ2

The University of the District of Columbia (UDC) is positioned to develop and provide a talent pipeline to hire and train future Amazon HQ2 staff. In a public-private partnership with Amazon, UDC can tailor its curricula for any programs from advanced training certificates and professional skills development to a range of graduate and professional degrees

Amazon University will also facilitate partnerships with universities that bolster Amazon's talent pipeline and workforce. Envision the Amazon Student Entrepreneurs Competition, the Masters Consulting Force, which will engage masters students in business, data science and policy in capstone projects that address Amazon's needs, internship programs and hiring events, and collaborative research projects that inform product development and business strategy, such as Gallaudet's DeafSpace Institute and Georgetown's Massive Data Institute.

in fields including urban sustainability, computer science, engineering, business, and law. The opportunity to reshape DC's public higher education could present a rare opportunity for Amazon to shape the future of the education industry and have a resonating impact on the 80% of the nation living in urban communities.

As the only land-grant institution in the US that serves an entirely urban community, UDC's physical infrastructure includes campus sites near many proposed Amazon HQ2 DC locations, and is open to establishing a new satellite campus near or even within HQ2, to ensure accessibility.

Amazon DMV Student Entrepreneurs Competition

Each year, entrepreneurial students from DC-based universities (American University, Georgetown University, George Washington University, Howard University, Gallaudet University, and University of Maryland) host a joint pitch competition for new ventures. Participating schools send top venture teams to participate in the DMV Student Entrepreneurs Competition. In partnership with Amazon, future pitch competitions can involve Amazon business leaders and engineers to coach and mentor, sharing market opportunities with student entrepreneurs and faculty. Venture coaching programming could involve Amazon-led strategies, market research, idea gen, and pitch guidance with the support of faculty at each institution's incubator. The Amazon DMV Student Entrepreneurs Competition would feature the most promising ventures from each of the participating universities, culminating in a final student pitch to Amazon leaders.

Big data for business insights

Georgetown's Policy School's Massive Data Institute (and its Census Research Data Center in particular) offer opportunities for linking Amazon's data to government and

other data sets. The vision for the Massive Data Institute is to become a hub for people doing large-scale and modern data linkage – work that could provide tremendous business insights that inform Amazon's long-term strategy. In addition, the Policy School recently launched a joint Data Analytics Masters program with the Graduate School (Data Science for Public Policy) that will produce graduates trained in modern data science and communication.

Product development supported by DeafSpace Institute and Communications Engineering

Gallaudet is establishing a new, interdisciplinary field of Communications Engineering covering accessibility, information technology, linguistics, sign language interpretation, audiology, robotics and visual arts research and coursework, emphasizing visual communication, accessible verbal communication, and communication technologies on consumer electronics. Gallaudet's DeafSpace Institute (DSI) serves as a center for discovery and application of knowledge about the ways deaf people sense and inhabit space as a novel means for exploring the behavioral impacts of space on people of all abilities. Through its user-focused research methodology, DSI seeks to develop an empathic approach toward architectural design, practice, education, and policy that empowers vulnerable communities to act on their own behalf. A new facility, Creativity Way, will be a collection of Knowledge Studios to support research and scholarship for Gallaudet's students, from undergraduate papers, reports, and theses to graduate student Masters Theses and Doctoral Dissertations. These studios will support students' advancement in STEM and STE-A-M fields and will provide rich career training opportunities for students.

ROOM TO GROW

04

02

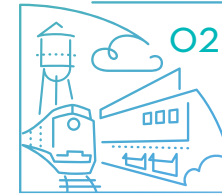
03

01



ANACOSTIA RIVERFRONT

RIVERFRONT
ENTERTAINMENT HUB
ACCESSIBLE BY LAND + WATER



NOMA-UNION STATION

TRANSPORTATION AXIS +
HISTORIC MAKER SPACES



CAPITOL HILL EAST

WHERE CAPITOL HILL MEETS
THE ANACOSTIA RIVER



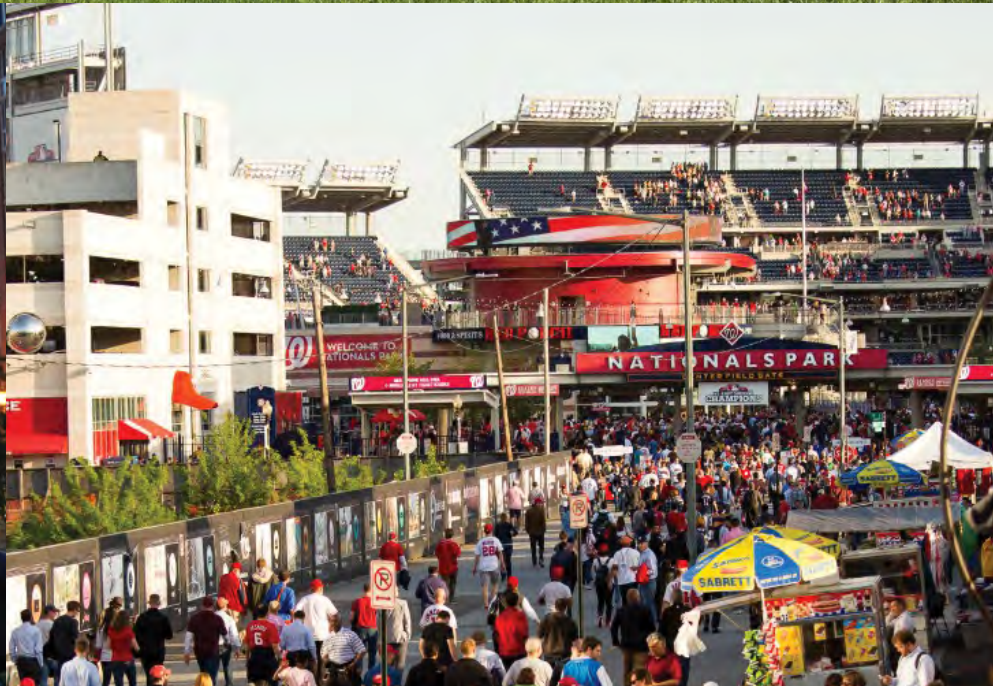
SHAW-HOWARD UNIVERSITY

CULTURALLY RICH
NEIGHBORHOOD +
UNIVERSITY ANCHOR

All sites are in walkable and extremely pedestrian accessible neighborhoods, with direct Metrorail and Metrobus access.

All sites have identified a Phase I option that will deliver by 2019.

The District's site proposals accommodate a balanced portfolio strategy, with a mix of leased and owned options. The District has deep relationships with the development community so can serve as a trusted advisor to Amazon.



01

ANACOSTIA
RIVERFRONTRIVERFRONT ENTERTAINMENT HUB
ACCESSIBLE BY LAND + WATER

The Anacostia Riverfront proposal provides riverfront space along one of Washington, DC's main waterways. It offers the best of two worlds: a breathtaking river corridor with more than 1,200 acres of parklands integrated into a high density and transit-oriented community that is accessible by walking, biking, metro, ferry, or even kayak. Anacostia Riverfront, located five blocks from the United States Capitol Building, includes the Yards and Buzzard Point neighborhoods. It is DC's fastest growing neighborhood with 8,000 residents and a commuting workforce of more than 34,000.

Home to Nationals Park and DC United's new soccer stadium Audi Field, the area is a vibrant sports and entertainment hub. A quick stroll across a soon-to-be-constructed world-class bridge leads directly into Poplar Point, where consolidated building opportunities await along Anacostia Park. Anacostia Riverfront provides an Amazon HQ2 where urban living meets water, people meet parks, and history meets progress.

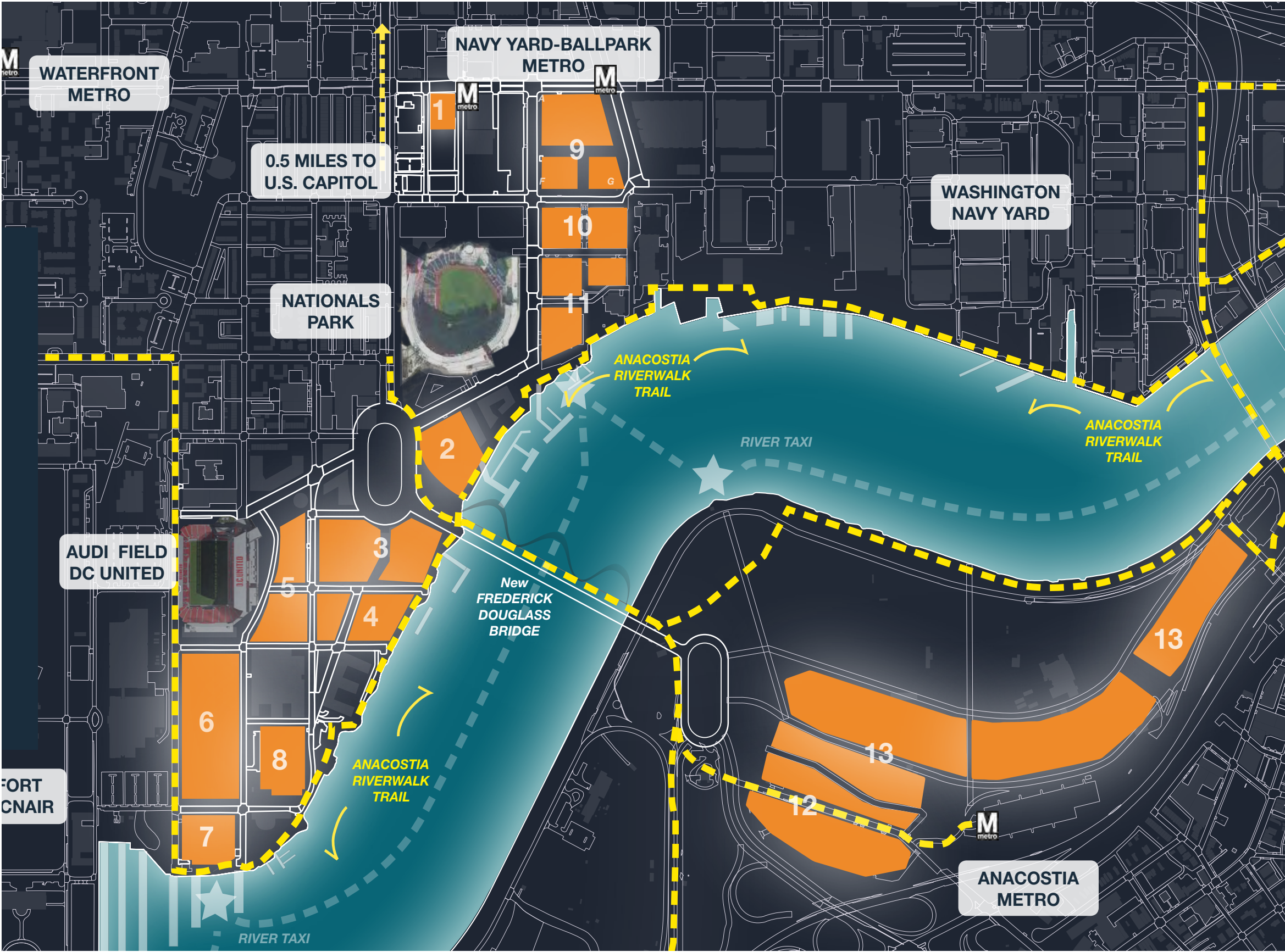
District land

The Poplar Point site is publicly owned. The District would work with Amazon to ensure a disposition structure that best fits Amazon's goals. The District can provide master lease and/or fee simple transactions, and other incentives, including writing down the land, into a single transaction. This ability to encompass all aspects of the transaction in one place guarantees that District-owned land provides for extremely efficient and flexible real estate options. The mechanism to transfer public parcels is through Land Disposition Agreement (LDA) Legislation. The District negotiates and receives Council approval on 5-7 LDAs per year. The negotiations and Council process are transparent and routine.

CAMPUS

16.9M SQ FT

Phase 1 (2019)	1.4 M SF
(7) River Point	610,000
(9) The Yards: Parcel A	500,000
(1) 25 M Street SE	250,000
Phase 2 (2022)	7.2 M SF
(6) Akridge Buzzard Point	2,400,000
(5) DC United	445,000
(10) The Yards H, I	770,000
(12) Columbian Quarter	1,650,000
(9) The Yards F & G	1,003,000
(11) The Yards F1, G1, G2	966,000
Phase 3 (2022)	8.3 M SF
(12) Columbian Quarter	800,000
(2) MRP Florida Rock	600,000
(4) MRP Buzzard Point	750,000
(3) Steuart	1,100,000
(8) Pepco Plant	95,000
(13) Poplar Point	5,000,000





Anacostia Riverfront

HQ2 PHASE 1

25 M St SE

Owner

Akridge/Brandywine Real Estate Trust

Address

25 M St SE

Description

Planned mixed-use development, metro onsite

Square Feet

250,000

Completion

2019

Current Zoning

CG/CR: High Density Commercial & Residential

Zoning Needs

None required - entitlements in place

Historic Preservation

None

Utility Infrastructure

Water, sewer, telecom & gas in streets surrounding sites



Anacostia Riverfront

HQ2 PHASE 1

The Yards Parcel A

Owner

Forest City Washington

Address

1255 New Jersey Ave SE

Description

Phase 1 of 3-parcel mixed-use development

Square Feet

500,000

Completion

2019

Current Zoning

SEFC-1: High density commercial & residential

Zoning Needs

PUD required, zoning amendment in process

Historic Preservation

None

Utility Infrastructure

Anticipate sufficient capacities available adjacent to site; internal distribution required



Anacostia Riverfront

HQ2 PHASE 1

River Point

Owner

River Point Partners, LLC

Address

2100 2nd St NW

Description

Currently has over 600,000 SF of office that is being converted into 481 residential units with five restaurants, a food hall, farmers' market, and a CVS. With Amazon commitment the 500,000 SF office can remain as office for Phase 1.

Square Feet

609,000

Completion

2019

Current Zoning

CG5: Medium Density Commercial & Residential

Zoning Needs

Design review required for office

Historic Preservation

None

Utility Infrastructure

All existing infrastructure acceptable to meet potential density demands



Anacostia Riverfront

HQ2 PHASE 2

Phase 2 Parcels

Owner

Akridge, Forest City, DC United, RedBrick

Address

Various

Description

Various planned developments

Square Feet

7,234,000

Completion

2020

Current Zoning

Various mixed-use high density commercial & residential

Zoning Needs

Various: by-right, PUD in process, PUD required

Historic Preservation

None, except one building single-story facade preservation

Utility Infrastructure

Various – range from all existing infrastructure acceptable for density to some internal distribution required



Anacostia Riverfront

HQ2 PHASE 3

Phase 3 Parcels

Owner

Various: RedBrick MRP Realty Partners Steuart

Address

Various

Description

Various planned developments

Square Feet

3,250,000

Completion

2022 and beyond

Current Zoning

Various mixed-use high density commercial & residential

Zoning Needs

By-right

Historic Preservation

None

Utility Infrastructure

Various



Anacostia Riverfront

HQ2 PHASE 3

Poplar Point

Owner

Government

Address

Various

Description

Greenfield site

Square Feet

5,000,000

Completion

2025/beyond

Current Zoning

Various mixed-use high density commercial & residential

Zoning Needs

Currently unzoned

Historic Preservation

None

Utility Infrastructure

New street grid & dry/wet utilities to be installed

ANACOSTIA RIVERFRONT

SPECIAL FEATURES



Special projects

Bridges & waterfront parks

Frederick Douglass Memorial Bridge will become an iconic gateway into downtown with a distinct parallel arch structure featuring pedestrian lanes that provide enhanced safety to community members enjoying the view.

A reflection of the city's diversity and history, Washington, DC's Anacostia Riverfront brings dazzling water views and sunsets, as well as dozens of exciting retail, dining, entertainment, and nightlife options in one inspiring location.

11th Street Bridge Park

DC's first elevated public park spanning the Anacostia River, will host environmental education, recreation, and art venues.



ANACOSTIA RIVERFRONT

HOUSING & RETAIL



44
**Restaurants
& growing**

Whole Foods // Harris
Teeter // District Winery //
All-Purpose Pizzeria //
Bluejacket Brewery //
The Salt Line // Osteria Morini
// Shake Shack // Philz Coffee //
Bardo Beer Garden //
Punch Bowl Social

2 Miles of
riverfront living

780-1,454
CONDO UNIT GROWTH—2016 TO 2019

3,799-9,251
RENTAL UNIT GROWTH—2016 TO 2019

204-737
HOTEL UNIT GROWTH—PRE-2015 TO 2017

\$3.14
AVERAGE RENT PER SF

\$600
AVERAGE CONDO SALES PRICE PER SF

**WORLD CLASS
LEISURE &
RECREATION**

Nationals Baseball Stadium //
DC United Soccer Stadium

Yards Park & splash park // Canal
Park & ice rink // Yards Marina
// Florida Rock Marina // James
Creek Marina // Diamond Teague
Park & Piers // VIDA Fitness //
Orange Theory Fitness

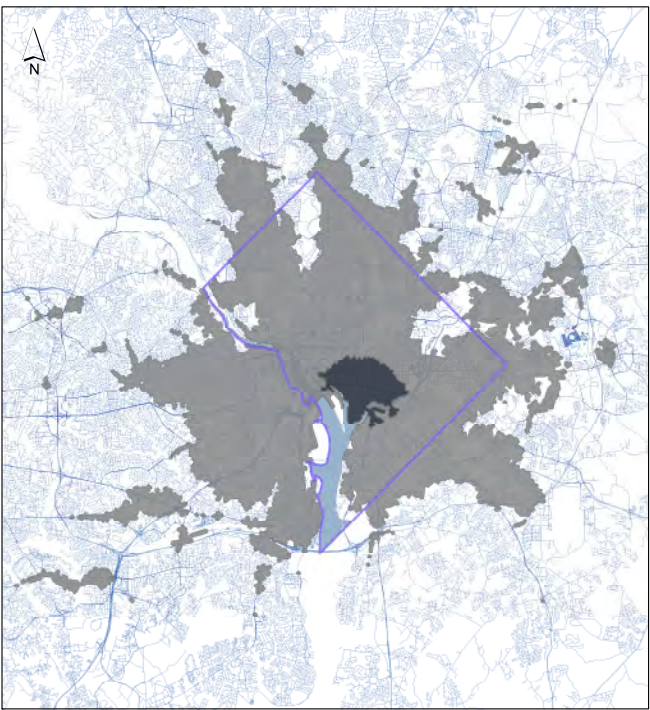
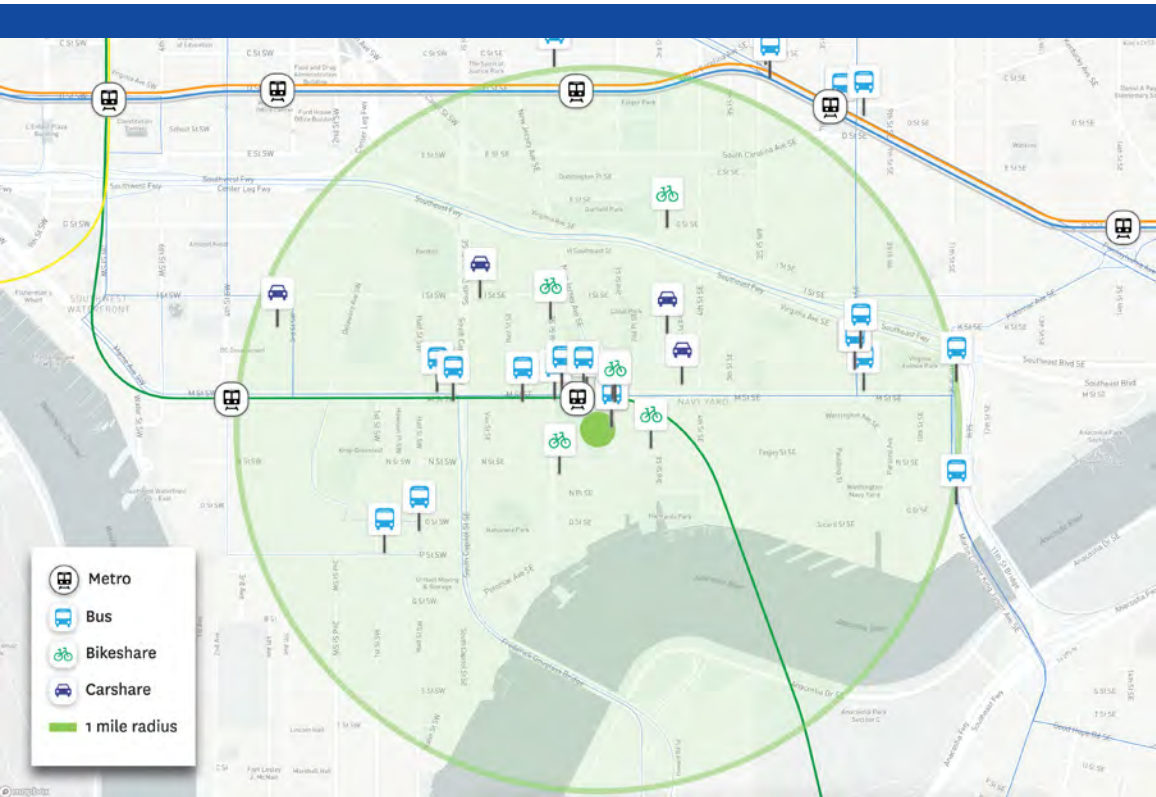
405,000 **220,500**
EXISTING RETAIL SF SF UNDER CONSTRUCTION

183,500 **75**
GROUNDBREAKING SF IN 2017 RETAILERS



ANACOSTIA RIVERFRONT

TRANSPORTATION & CONNECTIVITY



Anacostia Riverfront

30 Minutes Walking
45 Minutes Transit

WALK SCORE

91

BIKE SCORE

93

THREE AIRPORTS

- DCA
 - 10 minutes by car
 - 26 minutes by train
- BWI
 - 40 Minutes by car
 - 80 minutes by train
- IAD
 - 40 Minutes by car
 - 70 minutes by train

MASS TRANSIT

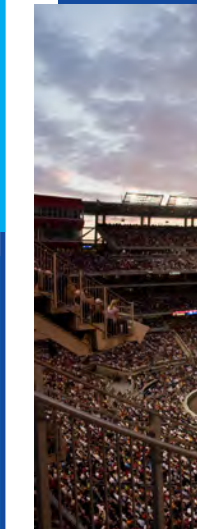
- Navy Yard-Ballpark Station: adjacent, Green Line
- Anacostia Metro Rail Station: adjacent, Green Line
- Waterfront Metro Rail Station within 1 mile, Green Line
- Capitol South Station within 3/4 mile, Orange/Silver/Blue Line
- Circulator Bus: Services to Union Station & Anacostia
- Metrobus routes to downtown
- Capitol Bikeshare stations
- Water Taxi routes planned

HIGHLIGHTS

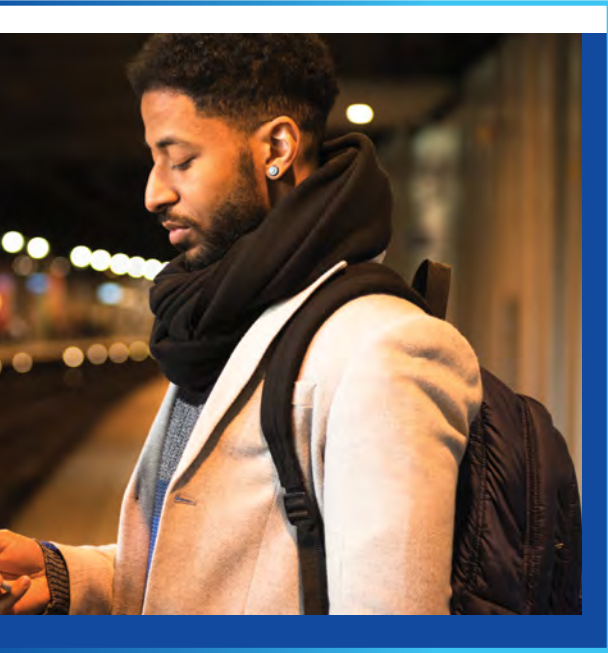
- Regional accessibility by way of Metro's Green Line—these sites are served by two Green Line stations—and the regional interstate highway system
- Access to the Anacostia River and its 28-mile riverwalk trail system, as well as two world class parks in Yards Park and Canal Park
- Two sports stadiums and a future 16-screen movie theater
- A rebuilt public infrastructure system that includes new water/sewer systems, new roads, new bridge systems, and 4 new world class parks
- A high density, mixed use neighborhood with a variety of residential lifestyle options
- A variety of neighborhood retail and restaurants including grocery stores, health clubs, and 44 restaurants

HIGHWAYS AND ARTERIALS

- I-295 within 6 minute drive
- I-395 within 4 minute drive
- I-695 within 4 minute drive



NEIGHBORHOOD



7,300

Current residents

405K

Existing retail SF

2.8M

Annual visitors

13,900

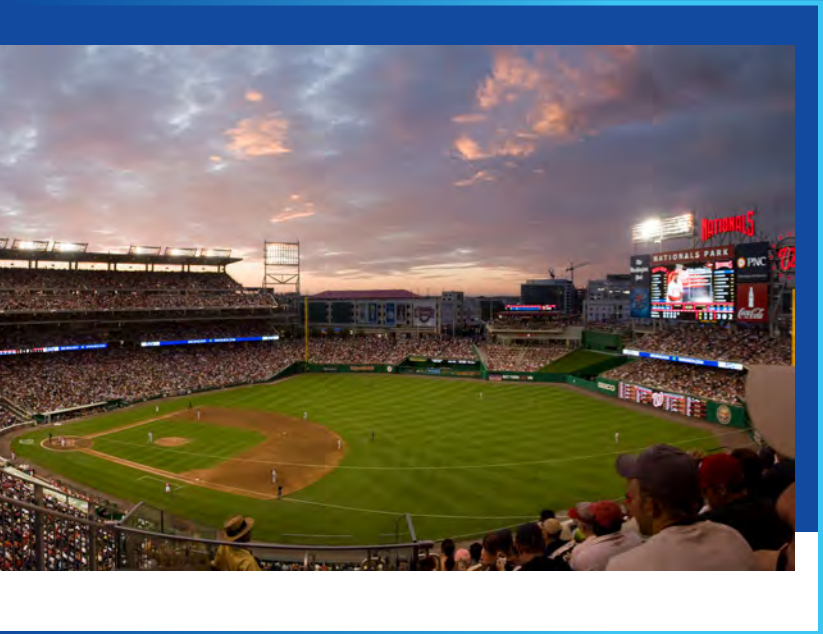
Projected population - 2019

183,500

Groundbreaking SF in 2017

1

Major league baseball
and major league
soccer stadium



34,000

Daytime employees

220,500

SF under construction

3

Marinas & docks

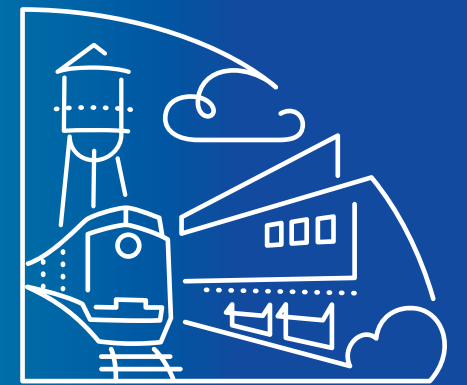
100

Acres of parks





02

NOMA-UNION
STATIONTRANSPORTATION AXIS
+ HISTORIC MAKER SPACES

NoMa-Union Station is among Washington, DC's most connected neighborhoods. Green and contemporary spaces mingle with boutique retail experiences and a vibrant maker history. An active mixed-use community, NoMa resides between Union Station, the US Capitol, Shaw, H Street, and Bloomingdale. It is one of DC's fastest growing neighborhoods with more than 110,000 pedestrians, 54,000 office workers, and 36,000 residents. Potential HQ2 office space includes Union Market, a former warehouse district that honors its historic culinary origins with Michelin-rated food, music, retail, hotel, office, and residential uses. The NoMa-Union Station area presents an unparalleled opportunity to create an interconnected, transit-oriented, and sustainably rich campus for Amazon HQ2.

NOMA-UNION STATION

CAMPUS

12.6M SQ FT

Phase 1 (2019)	1.97M SF
(1) Tyber Place	532,000
(2) Uline Arena	127,000
(3) 1150 First St	355,000
(4) Washington Gateway	577,000
(5) Lacebark Alley	385,000
Phase 2 (2021)	6.46M SF
(6) Press House at Union Mkt	31,000
(5) Lacebark Alley	750,000
(7) O Street Lots	2,000,000
(8) NoMa Station	1,550,000
(9) 901 North Capitol	271,000
(10) Union Square	372,000
(11) 15 and 25 K Street	500,000
(12) Union Market 1271 5th	99,000
(12) Union Market Penn & 5th	175,000
(13) Market Terminal Phase I	218,000
(14) Union Market Building 1	240,000
(14) Union Market Building 2	253,000
Phase 3 (2024)	1.67M SF
(15) JBG/Gallaudet	170,000
(15) JBG/Gallaudet	601,000
(15) JBG/Gallaudet	564,000
(13) Market Terminal Phase II	212,000
(13) Market Terminal Phase III	121,000
Phase 4 (2027)	2.5M SF
(16) Burnham Place	2,500,000





NoMa-Union Station
HQ2 PHASE 1

Tyber Place

Owner
Skanska
Address
44-88 M Street, NE
Description
Planned development with building permits. The buildings will be adjacent to a midblock pedestrian corridor which could be named “Amazon Alley.”
Square Feet
532,000
Completion
2019
Current Zoning
PDR-1 & PDR-3
Zoning Needs
No entitlement required
Historic Preservation
None
Utility Infrastructure
Full service utilities. Complete cell coverage and fiber access available a half block away.



NoMa-Union Station
HQ2 PHASE 1

Uline Arena

Owner
Douglas Development
Address
1140 3rd Street, NE
Description
Existing office building, with tenants. 127,000 SF available today.
Square Feet
127,000
Completion
2019
Current Zoning
PDR-1 & PDR-3
Zoning Needs
No entitlement required
Historic Preservation
None
Utility Infrastructure
Full service utilities. Complete cell coverage and fiber access available a half block away.



NoMa-Union Station
HQ2 PHASE 1

1150 First Street

Owner
Tishman Speyer
Address
1150 First Street, NE
Description
Planned development, current vacant lot
Square Feet
355,000-375,000
Completion
2019
Current Zoning
D-5: high-density development of commercial and mixed uses
Zoning Needs
No entitlement required
Historic Preservation
None
Utility Infrastructure
Full service utilities available at curb. Complete cell coverage and fiber access on First Street.



NoMa-Union Station
HQ2 PHASE 1

Washington Gateway

Owner
MRP Realty
Address
100 Florida Avenue, NE
Description
Planned 2-building development, current vacant lot
Square Feet
577,000
Completion
2019
Current Zoning
MU-9: high-density mixed-use development including office, retail, and housing
Zoning Needs
Entitlement complete
Historic Preservation
None
Utility Infrastructure
Full service basic utilities. Complete cell coverage (cell tower on 100 Florida Avenue) and fiber access on the east side of the site.



NoMa-Union Station
HQ2 PHASE 1

Lacebark Alley

Owner
JBG
Address
1250 First Street, NE and 50 Patterson Street, NE
Description
Planned 2-building development, current vacant lot and vacant building to raze
Square Feet
385,000
Completion
2019
Current Zoning
D-5: high-density development of commercial and mixed uses
Zoning Needs
No entitlement required
Historic Preservation
None
Utility Infrastructure
Full service utilities available at curb. Complete cell coverage and fiber access from First Street.



NoMa-Union Station
HQ2 PHASE 2 & 3

Various (12 Developments)

Owner
Various (10 owners)
Address
Various (NoMa/Union Station Area)
Description
Various planned developments
Square Feet
8,129,000
Completion
2020-2024
Current Zoning
Various
Current Zoning
Various, entitlements either complete, not required, or already underway
Historic Preservation
None, except for one former warehouse
Utility Infrastructure
All infrastructure in place. Complete cell coverage provided and fiber access available.



NoMa-Union Station
HQ2 PHASE 4

Burnham Place

Owner
Akridge
Address
Air rights above Union Station rail yards
Description
Multiphase, multi-building project on 14 acres of land. Creates several totally new city blocks.
Square Feet
2,500,000
Completion
2027
Current Zoning
Union Station North (USN), high and medium high density mixed-use
Current Zoning
No zoning changes needed
Historic Preservation
State Historic Preservation Officer and the Commission of Fine Arts will review designs below H Street and DC Zoning Commission will review all.
Utility Infrastructure
All utilities will be pulled into the site during construction. Site also has access to the fiber that runs along the rail bed and will have high volume cell phone coverage.

NOMA-UNION STATION

SPECIAL FEATURES



Special projects

Union Station iconic train shed

A state-of-the-art addition to DC's historic Union Station gives Amazonians direct access to regional and national railways, and will be the crowning jewel of the campus.

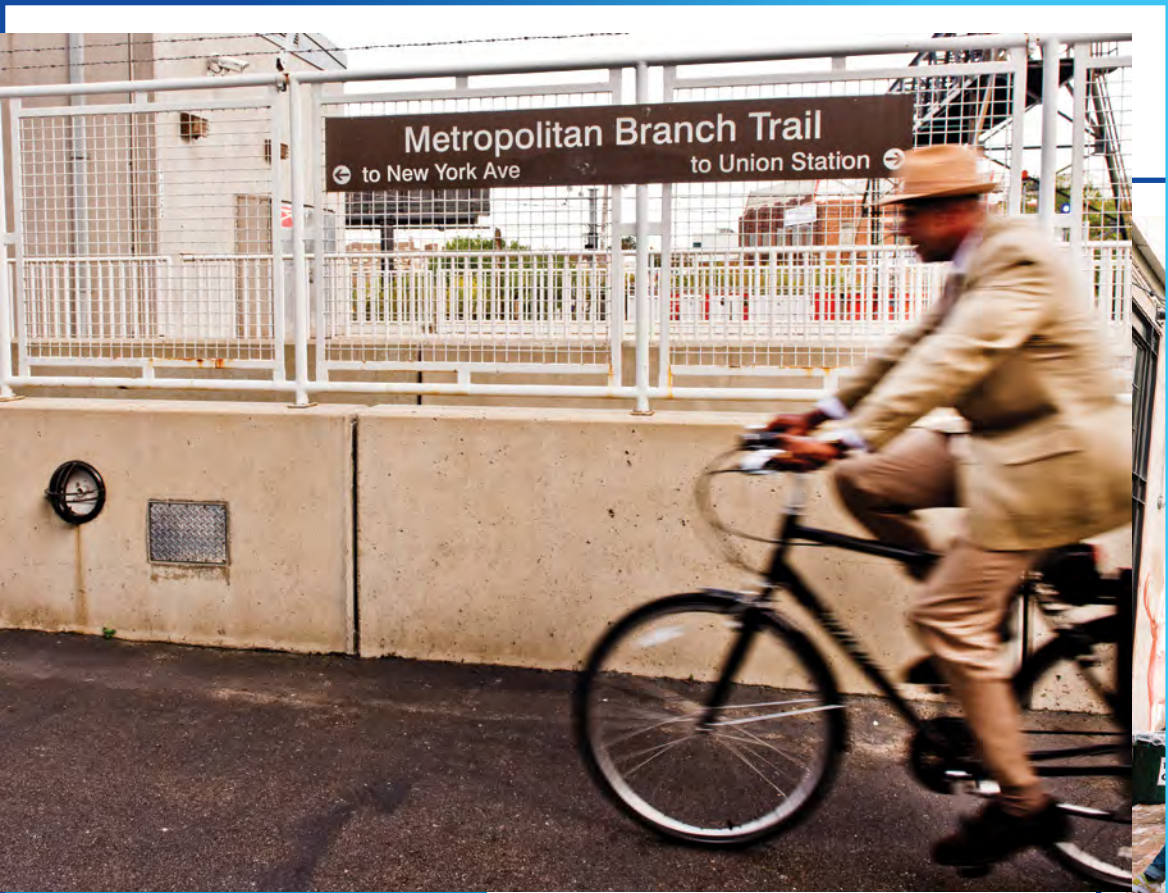
Situated in the center of the city, Amazon's NoMa-Union Station campus boasts easy access to highways and rail, with robust fiber connectivity already in place.

Gallaudet innovation

Adjacent to the NoMa campus, Gallaudet's DeafSpace Institute offers access to user-focused research center.



HOUSING & RETAIL



Growing foodie haven

REI, Wunder Garten, Harris Teeter, Indigo, CycleBar, District Rico, Wicked Bloom, Walmart, Qualia, Unleashed by Petco, La Colombe, CVS, Masseria, Union Market, Starbucks, The Pub & The People

1.8M

SF IN GROUNDBREAKINGS

405,000

EXISTING RETAIL SF

8.7M

SF UNDER CONSTRUCTION

75

RETAILERS

1,366

NEW APARTMENTS

158,000

NEW SF IN RETAIL

375

NEW HOTEL ROOMS

Mixed-use neighborhood

30%

RISE IN INCOME FOR NOMA RESIDENTS

13,000+

ATTENDEES AT SUMMER OUTDOOR SCREENINGS

24

LEED BUILDINGS, INCLUDING 17 PLATINUM & GOLD

50+

FREE EVENTS EACH YEAR

ALWAYS CONNECTED

25

BLOCKS OF PUBLIC WIFI

110,000

AVERAGE WEEKDAY PEDESTRIANS

1,000

CYCLISTS & PEDESTRIANS PER DAY ON THE METROPOLITAN BRANCH TRAIL

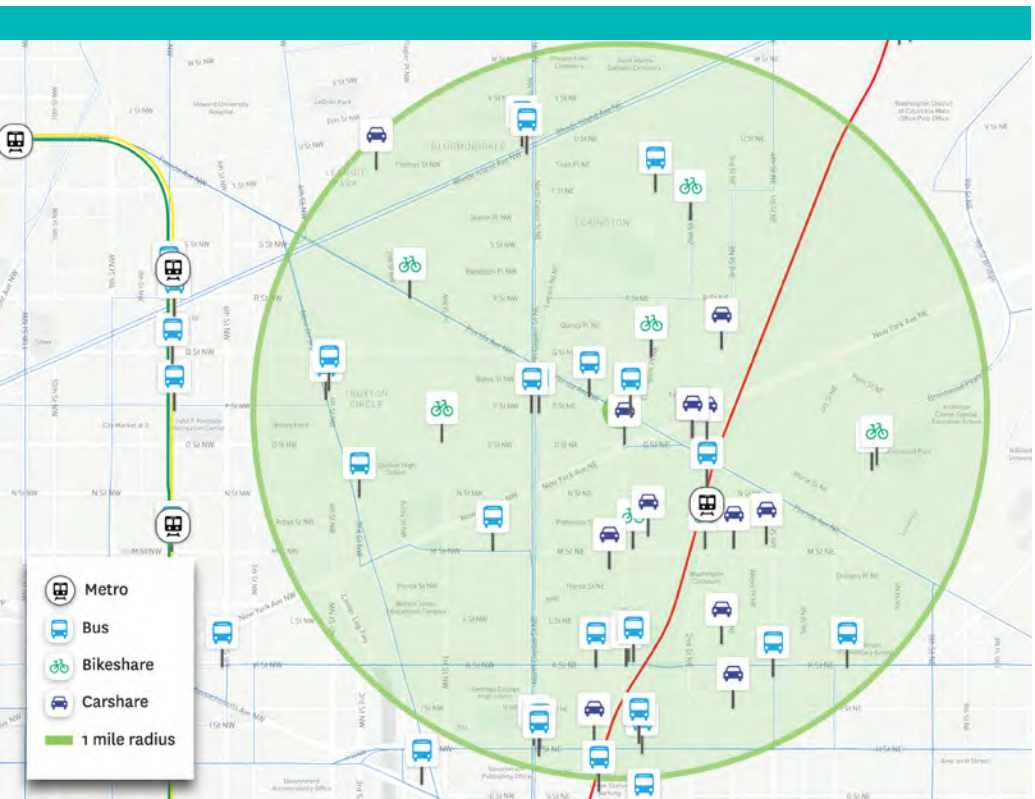
900

FEET OF ART ALONG THE MBT

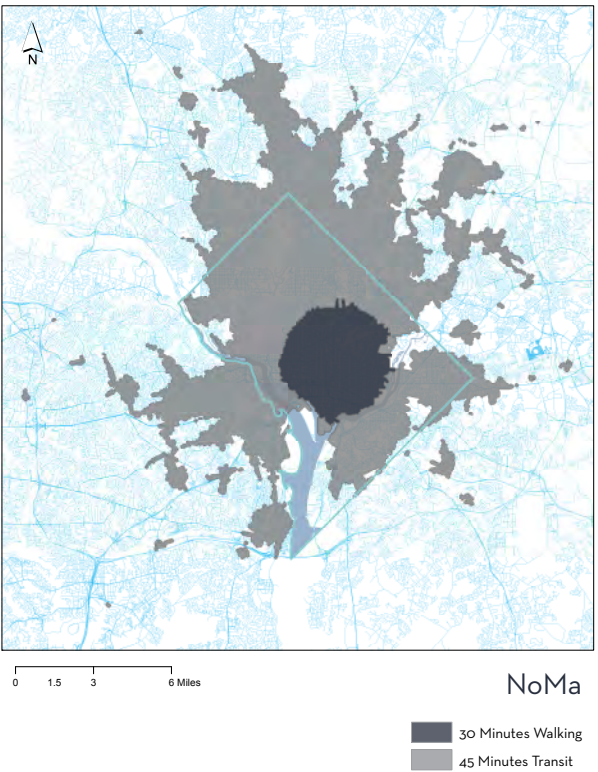


NOMA-UNION STATION

TRANSPORTATION & CONNECTIVITY



WALK SCORE
93



POPULATION

- 110,000 Pedestrians
- 54,000 Office Workers
- 36,000 Residents

TENANTS OF NOTE

Google, NPR, CNN, Mathematica, Sirius XM, NeighborWorks America, The Natl. Association of Counties, National League of Cities and Save the Children.

RETAIL & HOUSING

NoMa is a retail, restaurant, and entertainment hub. NoMa offers 360,000 SF of shops, cafes, restaurants, bars, and a flagship REI. In the next few years, another 129,000 SF of retail will come to NoMa, bringing a seven-screen Landmark Theatre and ample bar and restaurant spaces.

NoMa is one of the fastest-growing neighborhoods in DC. NoMa has more than 18 million square feet of office, hotel, retail, and residential space. It has tripled in size in the last decade, and today, is home to **over 6,000 new and under construction apartments.**



BIKE SCORE

93

TRANSPORTATION ACCESS

- Minutes from I-395
- Two Red Line Metrorail Stations
- 3 Hours to NYC from Union Station
- 11 Bus Lines
- 8 Capital Bikeshare Stations
- First Protected Cycle Track in DC

NEIGHBORHOOD



86%

NoMa BID residents get to work without a car

23

NoMa-sponsored pop-up events in 2017

360K

Retail square footage in NoMa today

44,000

Residents live within two square miles of First & K Streets NE

27

LEED-certified buildings including 4 Platinum, 13 Gold, 7 Silver

8.2M

Class A office square footage

54,000

Office workers





03

CAPITOL
HILL EASTSINGLE CAMPUS WHERE CAPITOL HILL
MEETS THE ANACOSTIA RIVER

Capitol Hill East offers a consolidated site where a riverfront ecosystem connects with the east end of Capitol Hill. The historic Capitol Hill neighborhood serves as home to the nation's elected leaders and the diverse residents of Washington, DC. The site's recently-initiated Phase One development will create 350 apartment units, nearly 40,000 square feet of retail, and a dedicated town square. Amazon HQ2 would be an unparalleled riverside campus, in an urban enclave where the originality of place spurs originality of thought.

District Land

The entire Capitol Hill East campus is wholly owned by the District. The District would work with Amazon to ensure a disposition structure that best fits Amazon's goals. The District can provide master lease and/or fee simple transactions, and other incentives, including writing down the land, into a single transaction. This ability to encompass all aspects of the transaction in one place guarantees that District-owned land provides for extremely efficient and flexible real estate options. The mechanism to transfer public parcels is through Land Disposition Agreement (LDA) Legislation. The District negotiates and receives Council approval on 5-7 LDAs per year. The negotiations and Council process are transparent and routine.

In order to ensure the Phase I 500,000 square feet is delivered on Amazon's schedule, DMPED would begin predevelopment work with Amazon's real estate team prior to disposition so that the negotiations do not affect the final delivery date.

CAPITOL HILL EAST

CAMPUS

8.1M SQ FT

With more large-scale corporate organizations thinking strategically about their futures, there has been a growing recognition that workplaces need to provide all the things current and future employees both want and need. From Washington State to Washington, DC, a new class of urbane workers is seeking a city-centric existence.

Buildings within the proposed urban campus will incorporate ways to bring people together with shops, cafés, art, parks, bike and walking paths, benches, landscaping, and open spaces to create a lively street environment.

Phase 1 (2019) 612,000 SF

South Side of Independence Ave SE
at 22nd St SE

Phase 2 & 3 7.5M SF

Comprehensive campus 5 year
scenario along the waterfront.
This phasing sequence is illustrative
of one potential scenario. The campus
phasing options are flexible and can
cater to Amazon's needs and preferences.



Capitol Hill East
HQ2 PHASE 1

Phase I

Owner
DC Government
Address
South Side of Independence Ave SE at 22nd St SE
Description
Existing surface parking lot
Square Feet
612,000
Completion
2019
Current Zoning
HE-3; Medium to High Density commercial, residential, or mixed use.
Zoning Needs
No changes needed, review required
Historic Preservation
None
Utility Infrastructure

Full site infrastructure phase 1 construction currently underway (DDOT). District Government will accommodate new water, sewer, and power needs at the site to suit Amazon’s timeline.

Capitol Hill East
HQ2 PHASES 2-5

Phases II-V

Owner
DC Government
Address
Generally bound by Independence Avenue SE to the north; 19th Street SE to the west; Massachusetts Avenue SE to the south; and the Anacostia Park and River to the east.
Description
Existing buildings and parking lots would be razed and redeveloped
Square Feet
7,500,000
Completion
On Amazon’s Schedule
Current Zoning
Various: HE-1 to HE-3; Low to High Density commercial, residential, or mixed use.
Zoning Needs

Zoning changes to allow additional density possible, may remain subject to design review

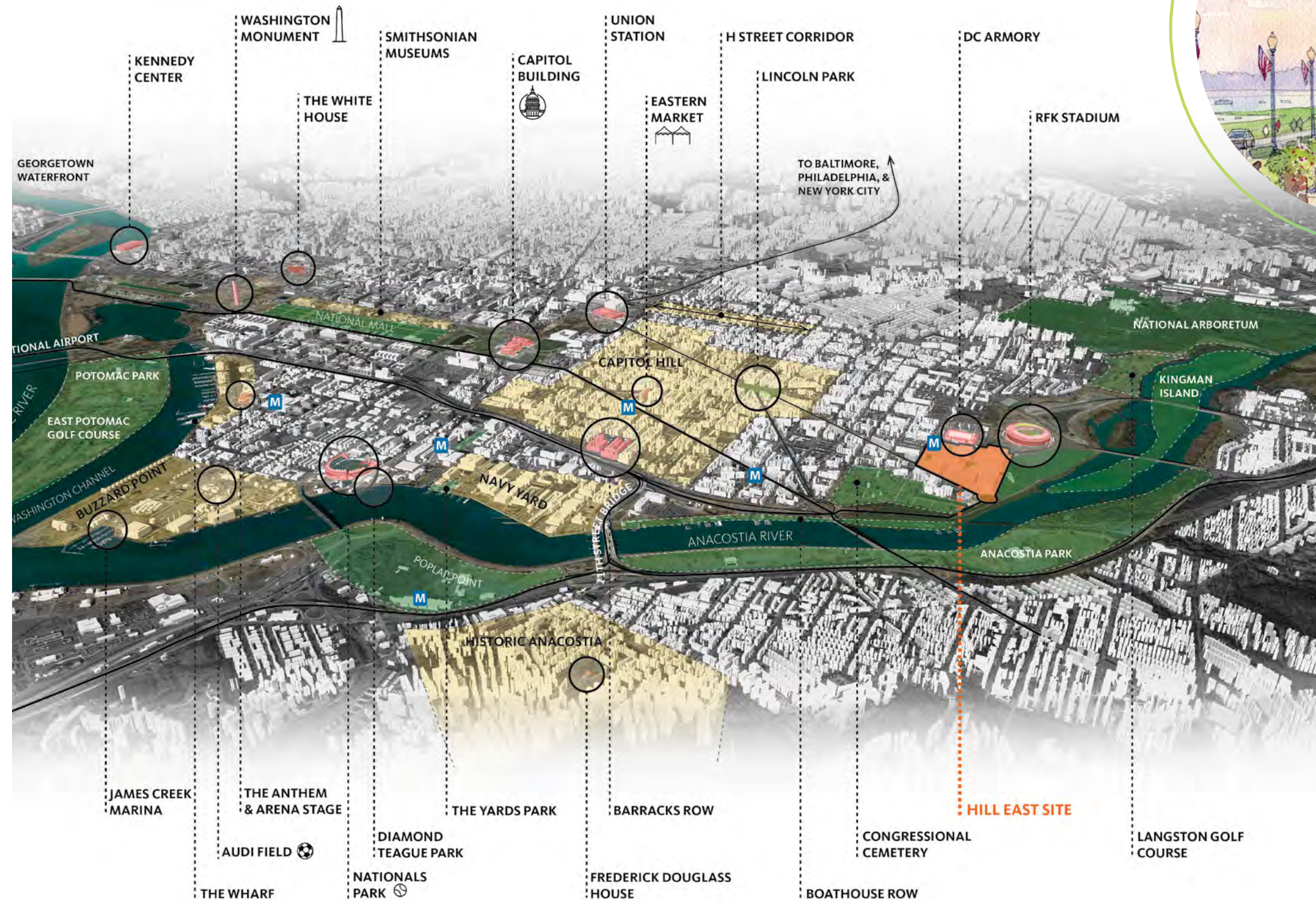
Historic Preservation
One historic building onsite, not anticipated to impact timeline

Utility Infrastructure
Full site infrastructure phase 1 construction currently underway (DDOT). District Government will accommodate new water, sewer, and power needs at the site to suit Amazon’s timeline.



CAPITOL HILL EAST

SPECIAL FEATURES



Special Feature

Build to suit waterfront campus

Kingman Island will be transformed into an active outdoor park respite, easily accessible from Amazon HQ2 campus via a new showcase pedestrian bridge.

Capitol Hill East is designated for public disposition and redevelopment, with plans calling for well-designed, urban-grain, mixed-use development that takes advantages of transit access and waterfront adjacency.

HOUSING & RECREATION

A place to call home

Hill East, a quiet, traditional rowhouse community, sits at the eastern edge of the District, walkable to some of the most exciting and historic neighborhoods in the area.

AGE	
Age < 20	17.3%
Age 20-34	30.1%
Age 35-64	41.7%
Age 65+	10.9%
Median Age (years)	36

RACE	
Asian	2%
Black	29%
Latino	3.9%
White	62%
Other	3.1%

HOUSEHOLDS BY INCOME	
HH Income <\$50K	9.8%
HH Income\$50-\$100K	9.7%
HH income \$100K+	25.1%
Median	\$106,717
Income Per Capita	\$64,917

HOUSEHOLDS	
Owner-Occupied	55.5%
Renter-Occupied	44.5%
Built 1939 or earlier	64.5%
Moved in 2000 or later	73.6%
Moved in 2010 or later	39%
Median Home value	\$665,402
Median Rent	\$1,463

EDUCATION ATTAINMENT	
Bachelor's Degree	47.4%
Graduate Degree	46.5%

COMMUTE TO WORK	
Car	31%
Transit	42%
Walk	10%
Work from Home	8%
Carpool	4%
Other	5%



ACCESS TO NATURE

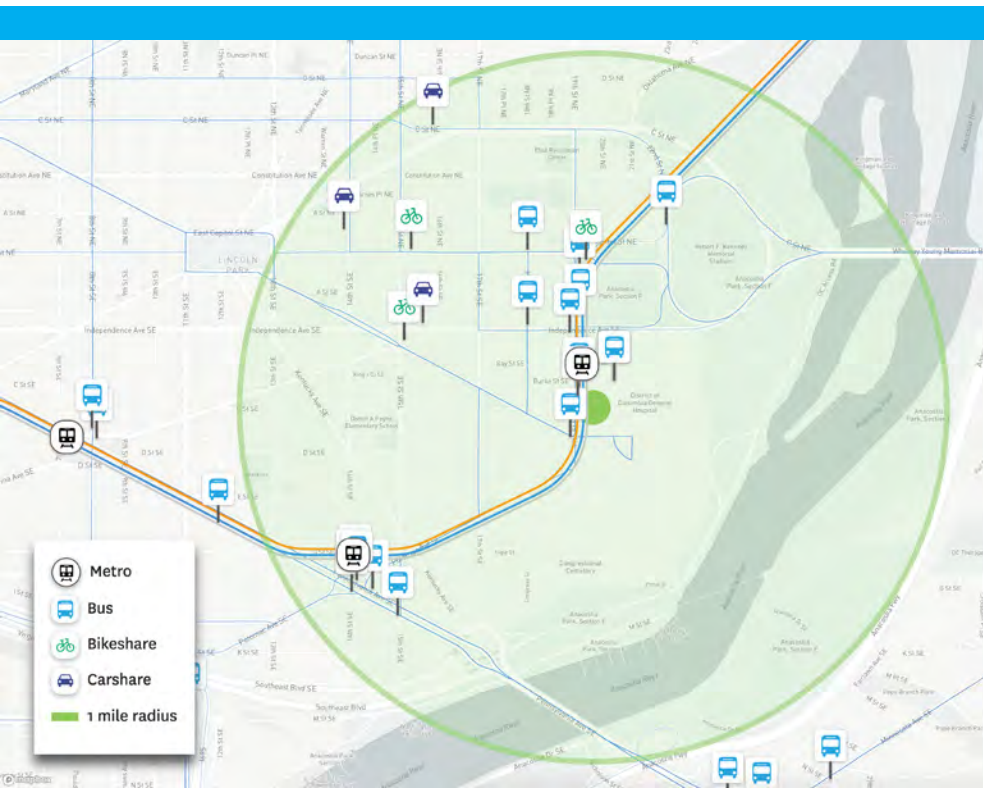
Anacostia Park, a verdant 1,200-acre National Park, lies adjacent to Hill East. As part of the Chesapeake Bay watershed, the park features a wealth of biodiversity, including deer, bald eagles, beavers, and turtles. The park also offers an abundance of recreational options ranging from kayaking to soccer to hiking along the scenic 20-mile Anacostia Riverwalk Trail.

Kingman Island and Heritage Island Park, located less than a mile from Hill East, provides additional opportunities to connect with nature. Now in the process of remediation and invasive species removal, the islands are thriving and are home to a variety of plant and aviary species and serve as a quiet natural respite in the center of the city. The islands also host a variety of community and cultural events, including the annual Kingman Island Bluegrass & Folk Festival. A state-of-the-art Environmental Education Center is planned for Kingman Island as well. As part of the ongoing effort to make the Anacostia a model for forward-thinking environmentalism, the Center will provide a means for the public to learn about the Anacostia ecosystem and serve as a showcase for sustainable building practices.



CAPITOL HILL EAST

TRANSPORTATION & CONNECTIVITY



WALK SCORE
62



Capitol Hill East

30 Minutes Walking
45 Minutes Transit

THREE AIRPORTS

- DCA
- 10 minutes by car
 - 30 minutes by train
- BWI
- 40 Minutes by car
 - 50 minutes by train
- IAD
- 40 Minutes by car
 - 70 minutes by train

BIKE SCORE
87

DEMOGRAPHICS

As the nation's capital, Washington, DC reflects the best of our country's ideals and values. Among DC's best features is its ethnically and culturally diverse population. Washington, DC is proud to foster a safe sense of community where people of different backgrounds and differing ideas are embraced.

Diverse certainly describes the Hill East neighborhood. With its mix of various ages, races, and outlooks, Hill East is a place filled with longtime residents and newcomers, empty nesters, and growing families. And with one-third of its population comprised of Millennials, the neighborhood offers plenty of youthful energy.

Furthermore, Hill East is exceptionally well-educated. Its share of residents with a graduate degree stands at 47 percent, which is nearly four times the national average. This high education level translates to a median income of more than \$100,000 and, in turn, a median home value of more than \$665,000.



NEIGHBORHOOD



47.4%

Residents with
a Bachelor's Degree

41.7%

Residents age 35-64

73.6%

Residents moved in 2010
or later

\$106,717

Median household income

42%

Residents that
commute to work by
public transit





04

SHAW-HOWARD
UNIVERSITY

CULTURALLY RICH NEIGHBORHOOD
+ UNIVERSITY ANCHOR

The Shaw-Howard University proposal is centered among one of the most dynamic DC neighborhoods and a world-class university. Situated within the broader U Street, Shaw, and Howard University areas, the development sites are steeped in music, cultural, and educational history at the heart of the African-American community. The revival of Shaw and U Street has transformed it into a destination neighborhood for retail, restaurants, restored theaters, and a thriving nightlife scene for a young and diverse population. The Howard University sites offer substantial Georgia Avenue frontage and serene areas adjacent to a moderate density residential neighborhood. Amazon HQ2 would be at the center of the Shaw neighborhood, an authentic DC place for Amazonians to feel at home in the mix of old and new, quaint and eclectic, food and fun.

District land

The Reeves and DC Housing Finance Agency parcels are wholly owned by the District. The District would work with Amazon to ensure a disposition structure that best fits Amazon's goals. The District can provide master lease and/or fee simple transactions, and other incentives, including writing down the land, into a single transaction.

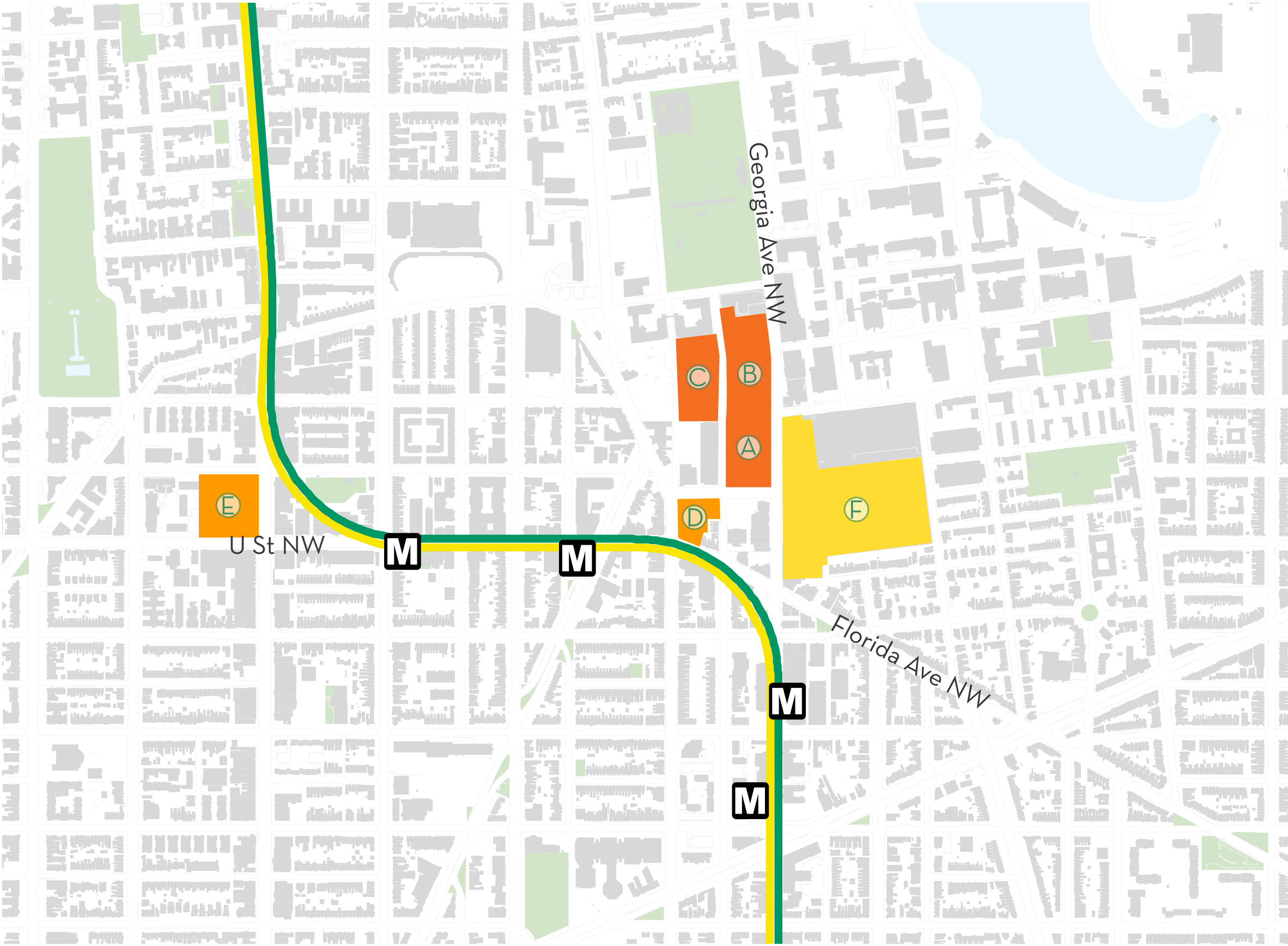
This ability to encompass all aspects of the transaction in one place guarantees that District-owned land provides for extremely efficient and flexible real estate options. The mechanism to transfer public parcels is through Land Disposition Agreement (LDA) Legislation. The District negotiates and receives Council approval on 5-7 LDAs per year. The negotiations and Council process are transparent and routine.

SHAW-HOWARD UNIVERSITY

CAMPUS

6.0M SQ FT

Phase 1 (2019)	586,000 SF
(A) Howard Town Center	586,000
Phase 2 (2020)	1.3M SF
(B) Lot 3	805,000
(C) East Towers Lot	538,000
Phase 3 (2020)	822,000 SF
(D) DCHFA	44,000-236,000
(E) Reeves Center	220,000-586,000
Phase 4 (Expansion site)	3.3M SF
(F) Future + Health Care	2,900,000-3,300,000





Shaw-Howard University

HQ2 PHASE 1

Howard Town Center

Owner

Howard University

Address

2112-2114 Georgia Ave NW

Description

Existing buildings are vacant and require substantial rehabilitation

Square Feet

586,000

Completion

2019

Current Zoning

Mixed Use: Medium Density Residential & Commercial

Zoning Needs

No changes needed, matter of right

Historic Preservation

Designated historic

Utility Infrastructure

Utility infrastructure is present in adjacent rights-of-way, but may require class of service upgrades to support the scale of new development



Shaw-Howard University

HQ2 PHASE 2

East Towers Lot

Owner

Howard University

Address

N/A

Description

Parking Lot

Square Feet

538,000

Completion

2020

Current Zoning

Mixed Use: Medium Density Residential & Commercial

Zoning Needs

No changes needed, matter of right

Historic Preservation

None

Utility Infrastructure

Utility infrastructure is present in adjacent rights-of-way, but may require class of service upgrades to support the scale of new development



Shaw-Howard University

HQ2 PHASE 2

Lot 3

Owner

Howard University

Address

N/A

Description

Parking Lot

Square Feet

805,000

Completion

2020

Current Zoning

MU-10: Mixed Use Medium Density Residential & Commercial

Zoning Needs

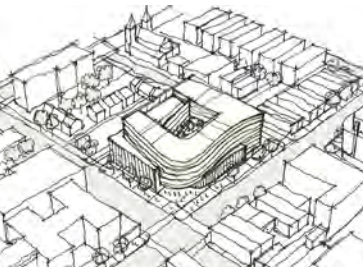
No changes needed, matter of right

Historic Preservation

None

Utility Infrastructure

Utility infrastructure is present in adjacent rights-of-way, but may require class of service upgrades to support the scale of new development



Shaw-Howard University

HQ2 PHASE 3

Reeves

Owner

DC Government

Address

2000 14th St NW

Description

Existing building is Class B office

Square Feet

220,000-586,000

Completion

2022

Current Zoning

ARTS-4; Mixed Use: Medium Density Residential & Commercial

Current Zoning

Need Future Land Use Map change for higher end of range

Historic Preservation

Designated historic; review can be parallel to zoning process

Utility Infrastructure

Utility infrastructure is present in adjacent rights-of-way, but may require class of service upgrades to support the scale of new development



Shaw-Howard University

HQ2 PHASE 3

DCHFA

Owner

DC Government

Address

815 Florida Ave NW

Description

Existing building is Class C office

Square Feet

44,000-236,000

Completion

2022

Current Zoning

ARTS-2; Mixed Use: Medium Density Residential & Commercial

Current Zoning

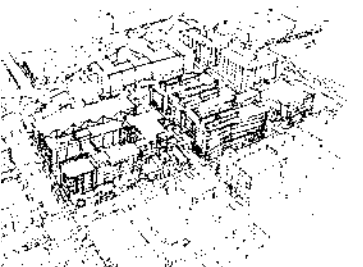
Need Future Land Use Map change for higher end of range

Historic Preservation

Designated historic; review can be parallel to zoning process

Utility Infrastructure

Utility infrastructure is present in adjacent rights-of-way, but may require class of service upgrades to support the scale of new development



Shaw-Howard University

HQ2 PHASE 4

Howard University Hospital Site & Future Redevelopment

Owner

Howard University

Address

N/A

Description

Existing Hospital facility was built in 1975 and is in fair condition, also includes parking lots

Square Feet

2,900,000-3,300,000

Completion

Expansion site

Current Zoning

MU-10: Mixed Use Medium Density Residential & Commercial

Current Zoning

Matter of right

Historic Preservation

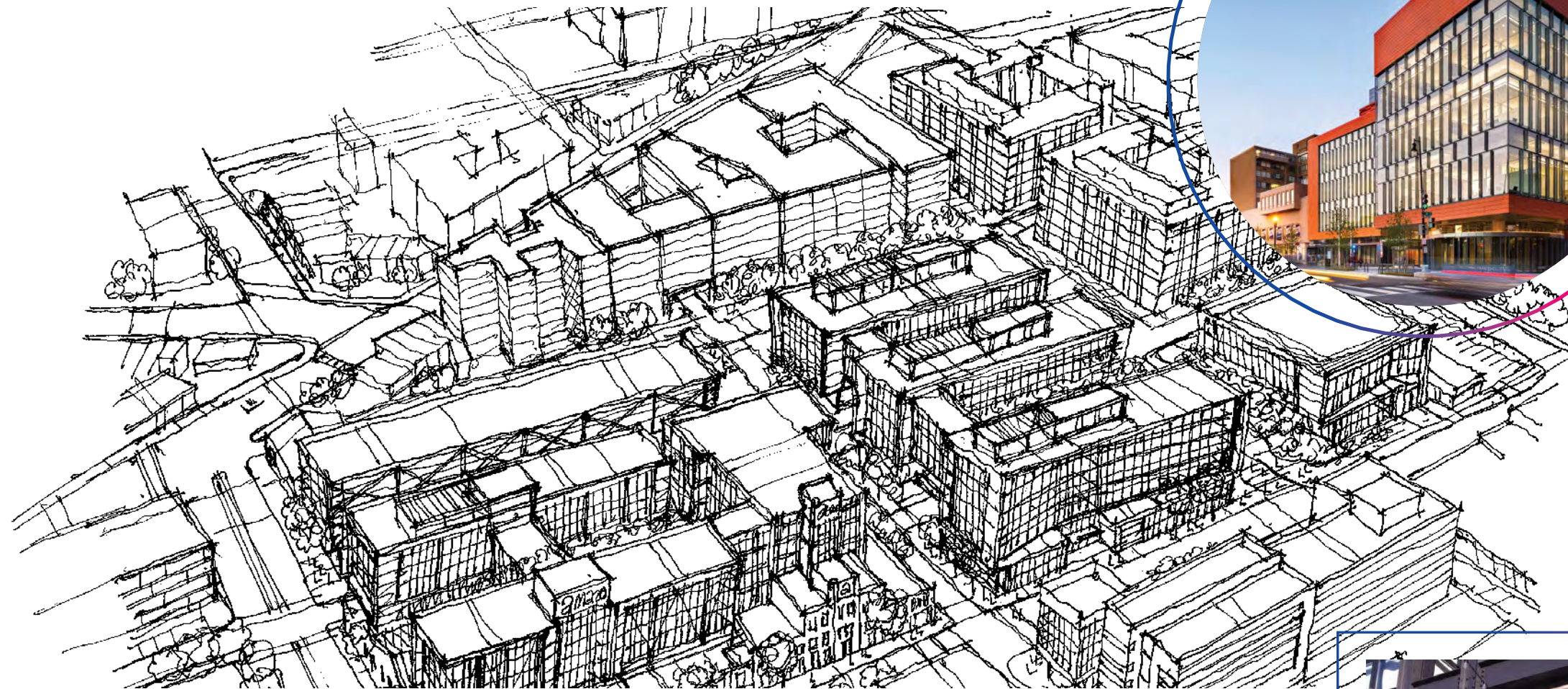
N/A

Utility Infrastructure

Utility infrastructure is present in adjacent rights-of-way, but may require class of service upgrades to support the scale of new development

SHAW-HOWARD UNIVERSITY

SPECIAL FEATURES



Special Feature

7th/Georgia Ave & U Street

Shaw's primary business and social hub. Home to community tech leaders, In3 the city's inclusive incubation space, and Howard University's new Interdisciplinary Research Building.

Surrounded by dozens of new retail locations, including food markets and local cafes.

In the heart of DC's vibrant and culturally-rich neighborhood, Shaw is embedded with a world-class university and cultural and entertainment venues within the northwest quadrant of the District. It's walkable to downtown as well as some of the most exciting nightlife, music, and culinary destinations in the District.



HOUSING & RECREATION

Cultural, historic, & hip neighborhoods

Shaw, a vibrant, hip neighborhood of historic rowhouses, cultural and entertainment venues, and urban apartments and condos, sits in the northwest quadrant of the District. It is walkable to downtown as well as some of the most exciting nightlife, music, and culinary destinations in the District.

	0-.5 Miles	.5-1 mi	1-3 mi
Population	25,157	84,157	375,101
Male	52%	51%	49%
Female	48%	49%	51%
High School Graduate +	88%	91%	92%
Bachelor's Degree +	63%	70%	66%
Graduate/Professional Degree	34%	39%	37%

	0-.5 Miles	.5-1 mi	1-3 mi
Households (HH)	13,030	44,030	13,030
Average HH Size	1.9	1.8	2.0
Owner-occupied	30%	32%	37%
Renter-occupied	70%	69%	63%
Median HH value	\$679,816	\$606,526	\$595,587
Average HH income	\$119,008	\$117,052	\$114,720
Median HH income	\$89,312	\$89,312	\$81,735
HH income <\$50K	32%	32%	33%
HH income \$50-75K	10%	12%	13%
HH income \$75K+	58%	56%	54%

Neighborhood feel, entertainment, & retail abounds

Shaw sizzles with hip shops and eateries at The Shay and Atlantic Plumbing complexes with cafes like Compass Coffee and La Columbe, indie and chain stores, and dining options that run the gamut from The Dabney, The Red Hen, and Thally Restaurant.

40
NEW RETAILERS ADDED IN 2016

1 mi
TO WHOLE FOODS, TRADER JONES, & CITYMARKET AT O

3
METRORAIL EXITS

Live music & events

4
HISTORIC VENUES & SPORTS ARENAS

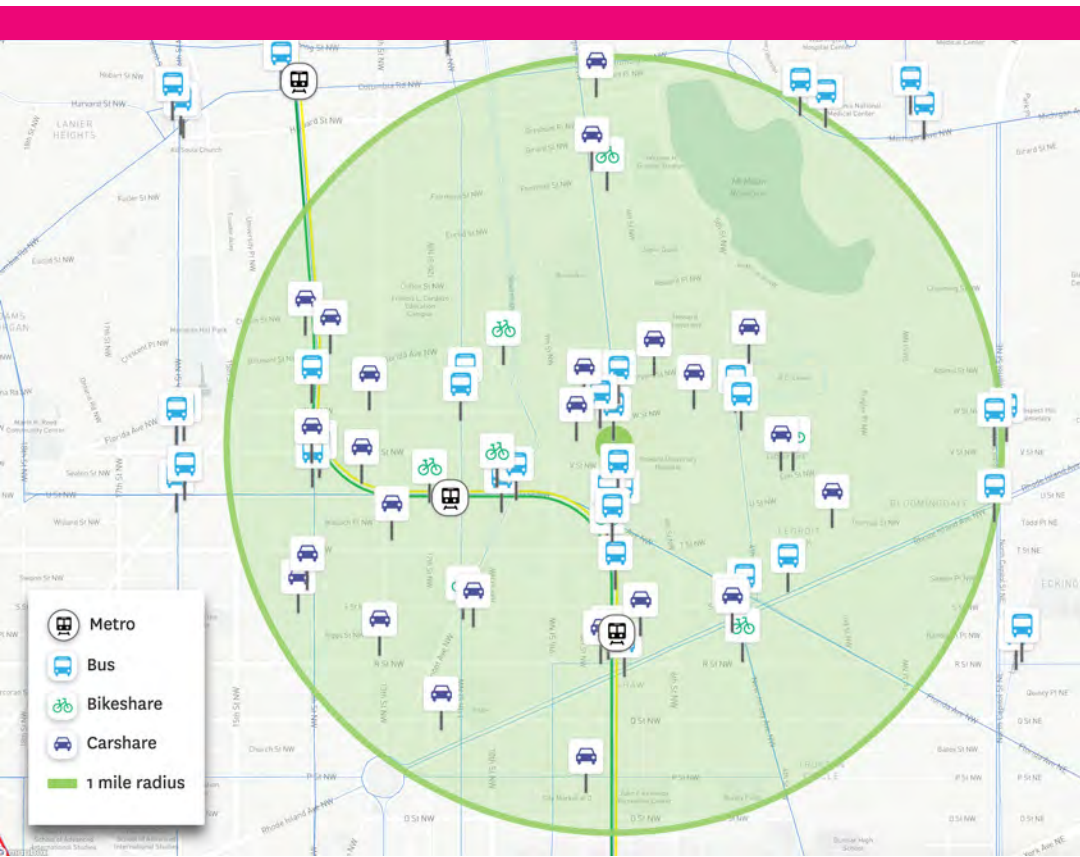
1 mile
FROM DC CITY CENTER

14th & U
CENTRAL TO VIBRANT CULTURAL & COMMERCIAL CORRIDORS



SHAW-HOWARD UNIVERSITY

TRANSPORTATION & CONNECTIVITY



WALK SCORE

98

PROXIMITY TO AIRPORTS

- DCA - 22 minutes by train
- BWI - 80 minutes by train
- IAD - 70 minutes by train

URBAN NEIGHBORHOODS

- Shaw
- Pleasant Plains
- LeDroit Park

PROXIMITY TO MAJOR HIGHWAYS/ARTERIALS

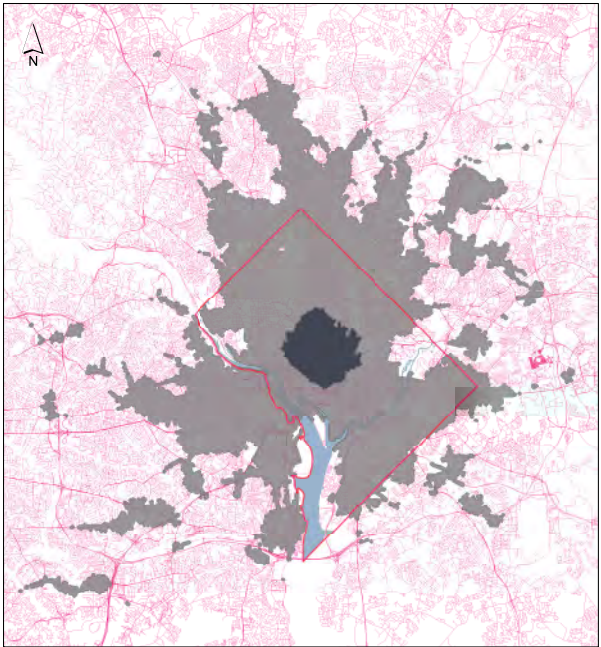
- Positioned on US Route 29 (Georgia Avenue)
- 0.2 miles from US Route 1 (Rhode Island Avenue)
- 1.1 miles to Interstate 395/695
- 4.6 miles to Interstate 295 (beltway)
- 5.1 miles to Interstate 66
- 7.1 miles to Interstate 495 (beltway)

ADJACENT NEIGHBORHOODS

- U Street Corridor
- Columbia Heights
- Bloomingdale
- Park View

NEARBY RETAIL

Located within 1/2 mile of vibrant U Street Corridor and is situated on the emerging 7th Street/Georgia Avenue Corridor



Shaw/Howard

30 Minutes Walking
45 Minutes Transit

BIKE SCORE

90



NEIGHBORHOOD



22%

Population growth within half-mile

4,692

Average weekday metrorail exits at Shaw/Howard U. Metro Station

40

New retailers opened in 2016

4

Number of concert venues in the area

18,246

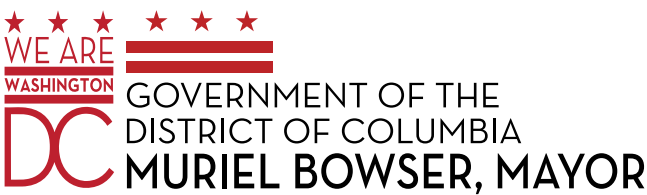
Average monthly Capital Bikeshare arrivals

\$119,008

Average household income within a half-mile

ADDITIONAL ITEMS

CONTACT & CREDITS



Contact for questions

Brian T. Kenner
Deputy Mayor for Planning
and Economic Development

202-727-3971

brian.kenner@dc.gov

John A Wilson Building
1350 Pennsylvania Ave NW, Suite 317
Washington, DC 20004

For more testimonials, videos, and
data, check out **ObviouslyDC.com**.

This RFP Response was #MadeInDC by a team of
government innovators, small businesses, creative
thinkers, and movers & shakers.

Executive Office of the Mayor of DC	DC Office of Cable Television, Film, Music, and Entertainment	Metropolitan Washington Council of Governments
Office of the Deputy Mayor for Planning & Economic Development	DC Office of Planning	NoMa Business Improvement District
Brllnt	DC Office of the Chief Technology Officer	Office of the Chief Financial Officer
Capitol Riverfront Business Improvement District	Department of Consumer & Regulatory Affairs	Office of the Deputy Mayor for Greater Economic Opportunity
Council of the District of Columbia	EventsDC	Social Driver
DC Commission on the Arts & Humanities	Gensler	TransitScreen
DC Department of Energy and Environment	GRVTY	OUR AMAZING DC COMMUNITY
DC Department of Transportation	Howard University	
	Mars on Gravity	

ADDITIONAL ITEMS

GRADUATES WITH RELEVANT DEGREES (1)

Number of Graduates from Computer, Information Service, and Support Services Degree Programs¹
2014 - 2016

University	Associates Degree			Bachelors Degree			Masters Degree			Doctoral Degrees ²			Other Degrees ³			Total
	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)
1 University of Maryland-University College	-	-	-	1,106	1,515	1,581	944	1,096	1,069	-	-	-	326	230	264	8,131
2 George Mason University	-	-	-	376	414	492	256	282	297	25	24	19	35	65	86	2,371
3 Northern Virginia Community College	482	570	620	-	-	-	-	-	-	-	-	-	87	79	65	1,903
4 University of Maryland-College Park	-	-	-	349	410	466	77	156	177	33	25	33	-	-	-	1,726
5 George Washington University	-	-	-	58	53	72	296	270	247	7	8	10	36	41	20	1,118
6 Strayer University-Virginia	27	27	28	244	215	171	86	102	98	-	-	-	2	-	-	1,000
7 Montgomery College	150	180	195	-	-	-	-	-	-	-	-	-	-	35	30	590
8 Stratford University	15	9	5	16	19	32	104	160	211	-	-	-	-	-	-	571
9 Bowie State University	-	-	-	117	129	151	9	14	23	2	3	2	-	10	34	494
10 Capitol Technology University	-	-	-	21	25	34	99	102	81	10	14	13	30	34	16	479
11 Career Technical Institute	-	-	-	-	-	-	-	-	-	-	-	-	199	135	118	452
12 Hood College	-	-	-	10	13	12	60	62	88	-	-	-	29	31	42	347
13 Strayer University-Maryland	23	12	13	70	59	45	23	22	31	-	-	-	-	-	-	298
14 ITT Technical Institute-Chantilly	77	101	-	41	57	-	-	-	-	-	-	-	-	-	-	276
15 Georgetown University	-	-	-	16	16	31	58	79	61	-	-	5	-	-	-	266
16 Marymount University	-	-	-	35	24	54	36	31	41	-	-	-	15	5	15	256
17 ITT Technical Institute-Springfield	81	99	-	26	34	-	-	-	-	-	-	-	-	-	-	240
18 College of Southern Maryland	55	59	67	-	-	-	-	-	-	-	-	-	-	32	26	239
19 Strayer University-Global Region	14	13	9	44	42	43	25	19	27	-	-	-	-	-	-	236
20 University of Management and Technology	20	15	5	61	47	49	15	10	8	-	-	-	1	-	-	231
21 Lord Fairfax Community College	25	28	31	-	-	-	-	-	-	-	-	-	45	40	55	224
22 DeVry University-Virginia	17	12	11	38	57	41	5	4	7	-	-	-	2	5	2	201
23 Prince George's Community College	30	24	24	-	-	-	-	-	-	-	-	-	43	22	16	159
24 University of Mary Washington	-	-	-	55	43	44	-	-	-	-	-	-	-	-	-	142
25 American University	-	-	-	37	30	40	6	7	13	-	-	-	-	1	1	135
26 The Art Institute of Washington	7	13	15	33	26	34	-	-	-	-	-	-	-	-	-	128
27 Strayer University-District of Columbia	8	11	5	15	25	16	7	10	8	-	-	-	-	-	-	105
28 Catholic University of America	-	-	-	12	20	21	10	30	5	-	1	4	-	-	-	103
29 University of the District of Columbia	1	-	1	25	26	33	4	5	8	-	-	-	-	-	-	103
30 Frederick Community College	11	22	31	-	-	-	-	-	-	-	-	-	-	6	15	85
31 Westwood College-Annandale	16	10	-	29	15	-	-	-	-	-	-	-	-	-	-	70
32 Westwood College-Arlington Ballston	17	12	-	14	13	-	-	-	-	-	-	-	-	-	-	56
33 Brightwood College-Beltsville	12	18	23	-	-	-	-	-	-	-	-	-	-	-	-	53
34 Howard University	-	-	-	13	8	19	4	3	2	-	-	1	-	-	-	50
35 Technical Learning Centers Inc	-	-	-	-	-	-	-	-	-	-	-	-	1	37	-	38
36 Eastern Virginia Career College	-	-	-	-	-	-	-	-	-	-	-	-	5	18	4	27
37 University of the Potomac-Washington DC Campus	2	3	-	6	9	-	-	-	-	-	-	-	2	-	-	22
38 Gallaudet University	-	-	-	4	8	6	-	-	-	-	-	-	-	-	-	18
39 Mount St Mary's University	-	-	-	6	4	6	-	-	-	-	-	-	-	-	-	16
40 Washington Adventist University	-	-	-	1	8	7	-	-	-	-	-	-	-	-	-	16
41 University of Phoenix-Washington DC	-	-	-	5	3	3	-	-	-	-	-	-	-	-	-	11
42 Columbia College	3	-	3	-	-	-	-	-	-	-	-	-	-	-	-	6
43 DeVry University-Maryland	-	-	-	3	-	-	1	-	-	-	-	-	1	-	-	5
44 University of the Potomac-VA Campus	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	1
Total:	1,093	1,238	1,086	2,886	3,368	3,503	2,125	2,464	2,502	77	75	87	859	826	809	22,998

Notes and Sources:
Data were provided by the Metropolitan Washington Council of Governments.
¹ Includes the following programs: computer & information services/support services and communications technologies/technicians and support services.
² Doctoral degrees include doctoral degrees for research/scholarship and professional practice.
³ Other degrees includes degrees of less than one year and post- bacculate degrees.

Number of Graduates from Engineering Degree Programs¹
2014 - 2016

University	Associates Degree			Bachelors Degree			Masters Degree			Doctoral Degrees ²			Other Degrees ³			Total
	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)
1 University of Maryland-College Park	-	-	-	949	940	1,072	460	468	510	150	127	138	24	29	43	4,910
2 George Washington University	-	-	-	144	110	129	566	429	341	39	59	62	159	45	3	2,086
3 George Mason University	-	-	-	218	205	277	253	240	188	15	12	15	36	20	23	1,502
4 Northern Virginia Community College	168	167	187	-	-	-	-	-	-	-	-	-	82	107	89	800
5 Stratford University	-	-	-	-	-	-	258	222	208	-	-	-	-	-	-	688
6 Catholic University of America	-	-	-	74	75	123	57	65	68	10	9	10	-	1	-	492
7 Montgomery College	129	144	131	-	-	-	-	-	-	-	-	-	3	5	3	415
8 College of Southern Maryland	80	62	75	-	-	-	-	-	-	-	-	-	-	21	14	252
9 Howard University	-	-	-	53	71	58	13	9	3	2	4	2	-	-	-	215
10 Capitol Technology University	2	3	9	45	57	48	7	12	8	-	-	-	-	-	1	192
11 Lord Fairfax Community College	13	13	20	-	-	-	-	-	-	-	-	-	27	32	25	130
12 University of the District of Columbia	15	18	15	28	14	25	2	4	4	-	-	-	-	-	-	125
13 ITT Technical Institute-Chantilly	46	40	-	13	21	-	-	-	-	-	-	-	-	-	-	120
14 ITT Technical Institute-Springfield	40	55	-	16	9	-	-	-	-	-	-	-	-	-	-	120
15 Prince George's Community College	23	24	18	-	-	-	-	-	-	-	-	-	1	2	3	71
University of Maryland-University College	-	-	-	-	-	-	-	-	5	-	-	-	19	17	21	62
17 DeVry University-Virginia	-	3	1	36	8	6	-	-	-	-	-	-	-	-	-	54
University of Management and Technology	1	2	-	4	6	9	1	2	8	-	-	-	-	-	-	33
19 Frederick Community College	8	3	2	-	-	-	-	-	-	-	-	-	-	2	-	15
20 Westwood College-Annandale	11	4	-	-	-	-	-	-	-	-	-	-	-	-	-	15
21 Georgetown University	-	-	-	-	-	-	-	-	5	-	-	-	-	-	-	5
Total:	536	538	458	1,580	1,516	1,747	1,617	1,451	1,348	216	211	227	351	281	225	12,302

Notes and Sources:
Data were provided by the Metropolitan Washington Council of Governments.
¹ Includes the following programs: engineering, computer engineering, and engineering technologies and engineering-related fields.
² Doctoral degrees include doctoral degrees for research/scholarship and professional practice.
³ Other degrees includes degrees of less than one year and post- bacculate degrees.

ADDITIONAL ITEMS

GRADUATES WITH RELEVANT DEGREES (2)

Number of Graduates from Business, Management, Marketing, and Related Support Services Degree Programs
2014 - 2016

University (1)	Associates Degree			Bachelors Degree			Masters Degree			Doctoral Degrees ¹			Other Degrees ²			Total (17)
	2014 (2)	2015 (3)	2016 (4)	2014 (5)	2015 (6)	2016 (7)	2014 (8)	2015 (9)	2016 (10)	2014 (11)	2015 (12)	2016 (13)	2014 (14)	2015 (15)	2016 (16)	
1 University of Maryland-University College	-	-	-	1,629	1,898	2,152	2,232	2,134	2,057	49	36	46	284	269	294	13,080
2 University of Maryland-College Park	-	-	-	1,247	1,187	1,252	1,059	803	858	14	16	12	-	-	-	6,448
3 George Washington University	-	-	-	468	492	541	931	876	768	33	35	33	36	42	40	4,295
4 Northern Virginia Community College	1,143	1,138	1,130	-	-	-	-	-	-	-	-	-	227	252	212	4,102
5 Strayer University-Virginia	147	131	93	563	583	530	601	571	589	-	-	-	20	19	3	3,850
6 Georgetown University	-	-	-	514	554	572	638	644	778	-	-	-	-	-	-	3,700
7 George Mason University	-	-	-	927	904	972	254	274	260	-	-	-	10	24	22	3,647
8 University of Management and Technology	42	55	42	461	438	480	251	216	241	21	32	32	4	8	4	2,327
9 Strayer University-Global Region	80	79	78	193	201	175	298	338	372	-	-	-	-	3	1	1,818
10 American University	-	-	-	295	286	313	214	271	196	-	-	-	1	3	29	1,608
11 Strayer University-Maryland	102	92	76	213	215	169	183	182	173	-	-	-	9	6	4	1,424
12 Montgomery College	386	500	433	-	-	-	-	-	-	-	-	-	6	44	33	1,402
13 DeVry University-Virginia	-	-	-	123	101	102	175	185	176	-	-	-	33	34	24	953
14 Mount St Mary's University	-	-	-	118	132	127	94	110	94	-	-	-	28	29	33	765
15 Howard University	-	-	-	148	210	187	68	52	59	-	-	-	-	-	-	724
16 Catholic University of America	-	-	-	112	109	142	105	122	127	-	-	-	-	-	-	717
17 Bowie State University	-	-	-	150	134	126	74	78	106	-	-	-	-	17	12	697
18 Marymount University	-	-	-	132	126	122	112	78	60	-	-	-	22	16	7	675
19 Stratford University	35	40	54	48	78	80	101	95	135	-	-	-	-	-	-	666
20 University of Mary Washington	-	-	-	152	153	152	85	55	48	-	-	-	-	-	-	645
21 College of Southern Maryland	184	145	130	-	-	-	-	-	-	-	-	-	-	64	42	565
22 Prince George's Community College	181	136	124	-	-	-	-	-	-	-	-	-	57	32	27	557
23 Strayer University-District of Columbia	26	20	27	81	66	56	88	90	91	-	-	-	2	3	-	550
24 Frederick Community College	127	156	163	-	-	-	-	-	-	-	-	-	-	29	32	507
25 University of the District of Columbia	58	47	37	67	71	81	6	12	8	-	-	-	-	-	-	387
26 Trinity Washington University	-	-	-	37	22	26	81	58	41	-	-	-	-	-	-	265
27 Hood College	-	-	-	47	28	56	34	48	45	-	-	-	-	-	-	258
28 Career Technical Institute	-	-	-	-	-	-	-	-	-	-	-	-	60	86	49	195
29 University of the Potomac-Washington DC Campus	28	20	11	50	39	19	4	4	2	-	-	-	11	1	5	194
30 Lord Fairfax Community College	42	35	31	-	-	-	-	18	22	-	-	-	11	22	36	177
31 Washington Adventist University	-	-	-	31	27	27	16	18	22	-	-	-	-	-	-	141
32 Gallaudet University	-	-	-	22	23	28	11	14	15	-	-	-	-	-	-	113
33 Argosy University-Washington DC	-	-	-	3	2	3	24	11	13	14	23	14	-	-	-	107
34 University of the Potomac-VA Campus	3	1	-	10	19	22	-	11	4	-	-	-	-	-	2	72
35 Westwood College-Annapdale	8	25	-	23	16	-	-	-	-	-	-	-	-	-	-	72
36 Capitol Technology University	-	-	-	11	10	8	13	11	14	-	-	-	-	1	1	69
37 Westwood College-Arlington Ballston	16	22	-	20	10	-	-	-	-	-	-	-	-	-	-	68
38 The Art Institute of Washington	-	-	-	33	17	13	-	-	-	-	-	-	-	-	-	63
39 University of Phoenix-Washington DC	-	-	-	18	9	7	-	9	-	-	-	-	-	-	-	43
40 DeVry University-Maryland	-	-	-	10	-	-	31	-	-	-	-	-	1	-	-	42
41 Sanford-Brown College-Tysons Corner	7	7	-	11	4	-	-	-	-	-	-	-	-	-	-	29
42 Columbia College	9	11	6	-	-	-	-	-	-	-	-	-	-	-	-	26
43 ITT Technical Institute-Springfield	-	-	-	8	14	-	-	-	-	-	-	-	-	-	-	22
44 ITT Technical Institute-Chantilly	-	-	-	6	6	-	-	-	-	-	-	-	-	-	-	12
45 Everest College-McLean	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
46 The Chicago School of Professional Psychology at W	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	1
Total:	2,625	2,660	2,435	7,981	8,184	8,540	7,783	7,370	7,352	131	142	138	822	1,004	912	58,079

Notes and Sources:
Data were provided by the Metropolitan Washington Council of Governments.
¹ Doctoral degrees include doctoral degrees for research/scholarship and professional practice.
² Other degrees includes degrees of less than one year and post- bacculerate degrees.

Number of Graduates from Legal Professions and Studies Degree Programs
2014 - 2016

University (1)	Associates Degree			Bachelors Degree			Masters Degree			Doctoral Degrees ¹			Other Degrees ²			Total (17)
	2014 (2)	2015 (3)	2016 (4)	2014 (5)	2015 (6)	2016 (7)	2014 (8)	2015 (9)	2016 (10)	2014 (11)	2015 (12)	2016 (13)	2014 (14)	2015 (15)	2016 (16)	
1 Georgetown University	-	-	-	-	-	-	572	534	680	629	684	657	-	-	-	3,756
2 George Washington University	-	-	-	-	-	-	290	267	201	584	472	555	21	15	29	2,434
3 American University	-	-	-	47	31	30	158	147	116	467	468	460	-	-	-	1,924
4 Catholic University of America	-	-	-	-	-	-	6	5	13	179	142	138	-	-	-	483
5 George Mason University	-	-	-	-	-	-	2	4	3	185	154	130	-	-	-	478
6 Howard University	-	-	-	-	-	-	-	-	3	111	150	142	-	-	-	406
7 University of the District of Columbia-David A Clark	-	-	-	-	-	-	4	-	-	103	68	97	-	-	-	272
8 University of Maryland-University College	-	-	-	89	89	92	-	-	-	-	-	-	-	-	-	270
9 University of the District of Columbia	9	22	31	42	16	19	-	-	-	-	-	-	-	-	-	139
10 Northern Virginia Community College	39	41	41	-	-	-	-	-	-	-	-	-	-	-	-	121
11 Montgomery College	25	16	11	-	-	-	-	-	-	-	-	-	6	21	18	97
12 Marymount University	-	-	-	5	5	6	2	2	2	-	-	-	12	9	8	51
13 Hood College	-	-	-	16	17	11	-	-	-	-	-	-	-	-	-	44
14 College of Southern Maryland	15	9	7	-	-	-	-	-	-	-	-	-	-	-	-	31
15 Frederick Community College	12	7	9	-	-	-	-	-	-	-	-	-	-	-	-	28
16 Prince George's Community College	9	7	6	-	-	-	-	-	-	-	-	-	-	-	-	22
17 Lord Fairfax Community College	5	3	5	-	-	-	-	-	-	-	-	-	-	-	-	13
18 Columbia College	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	2
19 University of Maryland-College Park	-	-	-	1	1	-	-	-	-	-	-	-	-	-	-	2
20 ITT Technical Institute-Springfield	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1
Total:	114	106	110	200	159	158	1,034	959	1,018	2,258	2,138	2,179	41	45	55	10,574

Notes and Sources:
¹ Data were provided by the Metropolitan Washington Council of Governments.
² Doctoral degrees include doctoral degrees for research/scholarship and professional practice.
Other degrees includes degrees of less than one year and post- bacculerate degrees.

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS LETTER OF SUPPORT



October 11, 2017

Jeffrey P. Bezos
Chief Executive Officer
Amazon
410 Terry Avenue North
Seattle, Washington 98109

Dear Mr. Bezos:

We are thrilled to share with you the many reasons why Greater Washington is the best region in North America for anchoring Amazon's new headquarters. As elected local government leaders, we know that our diverse, dynamic, and growing region provides Amazon with the ideal combination of talent, location, technological capabilities, connectivity, and vibrancy, coupled with an extraordinary quality of life.

As a resident of Greater Washington, you have already hit the ground running through your business and other relationships. **By locating in our thriving region, we see Amazon's potential as unlimited.**

Greater Washington's strengths start with our people—our talent. Our workforce outperforms every other metropolitan area in educational attainment. Our outstanding colleges and universities, numerous technical college and specialty schools are preparing the next generation of exceptionally diverse talent, performing cutting-edge research, and fostering connections across the globe thereby providing the best and brightest future workforce for Amazon. And as our economy continues to evolve and diversify, our deep talent pool is expanding. Our concentration of entrepreneurs and high-growth companies, such as information technology services, software, and business products and services, leads the nation.

In addition to offering an unparalleled, strategic headquarters location on the East Coast—near other major metropolitan areas—with capacity for growth, Greater Washington provides Amazon with convenient access to key business players, including regulators and customers within the federal government. Our location is further strengthened by being a global center with three airports with international flights as well as foreign embassies and consulates.

Greater Washington's governments and businesses are leaders in sustainability, such as green building construction and renewable energy use. Our region boasts a robust technology infrastructure powered through reliable, affordable energy options. Our parks and natural resources are recognized and protected as vital assets, and we pride ourselves on the remarkable progress we've made to clean our air and waterways.

Our urban and suburban communities are a network of vibrant, culturally-rich, and interconnected hubs—magnets for professionals and business alike. We have one of the nation's most widely-used bus and rail systems, three major airports, an expansive system of highways, and our region is known for its exceptional walkability and bikeability. In addition, our excellent school systems, museums, performing arts centers, restaurants and nightlife all contribute to a high quality of life for our residents.

Jeffrey P. Bezos
October 11, 2017

Greater Washington's identity has been shaped in large part by an openness and ability to incorporate new people and ideas. We are energized and excited by the prospect of Amazon making its second home here and are certain that Amazon and Greater Washington will be outstanding partners. Our region's combination of unique strengths guarantees long-term success for Amazon. And through synergies resulting from Amazon's presence in Greater Washington, we will transform our region in ways that will capture the imagination of the entire country and the world.

Muriel Bowser
Mayor, District of Columbia

Sharon Bulova
Chairman, Fairfax County Board of Supervisors

Rushern L. Baker, III
County Executive, Prince George's County

Isiah Leggett
County Executive, Montgomery County

Jay Fiset
Chair, Arlington County Board

Phyllis J. Randall
Chair, Loudoun County Board of Supervisors

Corey A. Stewart
Chairman, Prince William Board of County Supervisors

Allison Silberberg
Mayor, City of Alexandria

ADDITIONAL ITEMS

GREATER WASHINGTON PARTNERSHIP'S COMMITMENT TO AMAZON (1)



WHO WE ARE

The Greater Washington Partnership is a first-of-its-kind civic alliance of CEOs in the region drawing from the leading employers and entrepreneurs committed to making the Capital Region of Baltimore, Washington, and Richmond one of the world’s best places to live, work and build a business. Employing nearly 200,000 people across the region, we leverage our CEOs and their organizations’ capabilities, resources, and influence in service of the public interest. The Partnership’s formation in late 2016 – with the support of the political leadership of Maryland, Virginia, and the District of Columbia – comes from a recognition that the CEOs of the leading employers need to consistently be at the table, working together to help break down the barriers that hold back solutions. We are committed to the region for the long-term, fostering unity and advancing growth to ensure that we achieve our full potential. The Partnership will drive two foundational outcomes for the region – improving the region’s transportation system and enhancing our region’s ability to develop, attract and retain the talent our region’s businesses need.

The CEOs that make up our organization span the geography of our region, employ nearly 200,000 people in the region, and represent a wide range of innovative organizations across industries, including Capital One, Northrop Grumman, Under Armour, and Dominion Energy. The full list of our Board Members is included at the end of this document.

We look forward to partnering with Amazon to make your expansion in the Capital Region a success.

Our Vision

By working together ...

We will leverage our unique strengths, our diversity and the power of commerce to help make the ‘Capital Region’ of Baltimore, Washington, and Richmond...

- ... a dynamic and inventive business environment with a purpose driven community
- ... a home for those seeking opportunity to fulfill their aspirations and thrive
- ... an economic power house that attracts the creatives, entrepreneurs, technologists and people who dream big
- ... a place with the transportation, housing, education, and healthcare systems designed and shaped for the 21st century
- ... a global magnet for talent and innovation

Establishing Baltimore, Washington, and Richmond as the model for a thriving super-region.



OUR REGION

The Capital Region of Baltimore, Washington, and Richmond is the third largest U.S. regional economy and seventh largest in the world with more than 10 million residents and over \$650 billion in annual gross regional product. With unparalleled strengths and assets – our highly educated, diverse and talented people, our world-class universities and federal research facilities, our global connectedness through our airports, ports, embassies, and digital infrastructure, and our unique position as home to the U.S. federal government – the Capital Region provides an unmatched opportunity for Amazon’s second headquarters facility, accessing the best of an increasingly interconnected super-region.

The world’s most educated, talented, and diverse workforce. Our region has always been a magnet for those seeking to solve the world’s most complicated and impactful problems, from technologists seeking to put a man on the moon or sequence the human genome, to visionaries attempting to make our country and our world more secure and more just. With a workforce of 6.7 million spanning from Baltimore to Richmond, our region offers the deepest, most diverse, most highly educated workforce of any region in North America. 46 percent of the region’s working age adults have at least a bachelor’s degree, more than any other region in the U.S. We rank second amongst U.S. regions for STEM workers in computer and mathematical fields and tech oriented degrees and certificates. We have a significantly more diverse workforce than the U.S. average, and there are more than 184 languages spoken across the region. And with nearly one million students enrolled in the more than 100 higher education institutions across the region, graduating 256,000 each year, our talent pipeline is unmatched.

The world’s leading technology, research, and ideas hub. Our region has long been the home to some of the world’s leading scientific and academic research, developing and translating technologies that have driven the global economy’s growth for decades. We have 115 federal labs and federally-funded research institutions, providing global leadership in a range of potential breakthrough areas from precision medicine to applied physics to advanced materials to digital security. And in a world where technology, markets, and governance are increasingly intertwined, locating business decision-making, product development, and commercial operations in a region fluent in the worlds of both business and policy can spur innovation and more effectively unlock opportunity that benefits all.

The world’s global gateway. Since the founding of the United States, the Capital Region has grown in its global influence and connectedness. A home in our region puts you at the center of the most connected place, anywhere in the world: more than 175 embassies providing immediate access to leaders and governments in every major country; four international airports (Washington Dulles, BWI Marshall, Reagan National, and Richmond International) providing direct connectivity to every major domestic and international destination; the Ports of Virginia and Baltimore at the southern and northern edges of our region providing global freight connectivity; and the densest intersection of fiber networks anywhere in the world.

GREATER WASHINGTON PARTNERSHIP'S COMMITMENT TO AMAZON (2)



GREATER WASHINGTON PARTNERSHIP'S COMMITMENT TO AMAZON

The formation of the Partnership is a demonstration of the commitment that our region’s leading employers and entrepreneurs have to the long-term health and vitality of the Capital Region. Our long-term perspective will help to define our region’s agenda – cutting across political cycles and party lines – and our near-term urgency and fact-based approach will unlock solutions to the issues most important to our region’s competitiveness and prospective employers.

Fostering Unity

Our commitment is real. By fostering unity across the business, government, academic, and philanthropic sectors, we can enable the ongoing collaboration needed to drive solutions that cut across our region geographic and political boundaries. We know what our region has to offer, and we know that with the consistent participation and engagement of CEOs representing employers in the region we can shape the best place in the world to live, work, and build a business.

Our Priorities

Regional Mobility: A region’s transportation is central to quality of life, attracting and retaining a world-leading workforce, and driving inclusive growth. The Capital Region brings deep investments and strong underlying transportation assets, but we recognize that more needs to be done to fully harness the agglomeration benefits of our emerging super-region, and address the challenges that accompany growth. The Partnership is committed to developing, advocating for, and executing a range of solutions focused around four primary outcomes:

- o Connecting the super-region: We must connect our major activity centers through fast, reliable, and diverse transportation options, beginning with world-class connectivity between the business centers in Washington, Baltimore, and Richmond;
- o Improving the consumer experience: Travel to and from daily destinations should be seamless and reliable across a network of transportation options cutting across our region’s jurisdictional boundaries;
- o Ensuring equitable access: Every resident of our region – regardless of his or her community – should have affordable transportation access to employment and educational opportunities, enabling economic mobility and opportunity;
- o Integrating innovation: With our size and diverse population, the Capital Region can lead the nation in providing new mobility options to its residents and businesses by incentivizing and enabling the consistent, seamless, and rapid adoption of transformative innovations.

Tech Talent: Our region’s human capital is its greatest asset, with high educational attainment levels and a robust university and educational system. Nevertheless, with rapid evolution of technologies and an increasing reliance on knowledge workers, we recognize that employers and education providers must work more closely and more nimbly than ever to ensure we remain a premier source and destination for talent, and one that is highly responsive to the needs of its employers. To that end, the Capital Region is building on its many areas of strength, including its global leadership in secure information technology. Today, the region produces more than 2.5



times the number of graduates prepared for careers in information security than any other region in the country. As security becomes a central feature in all products being developed and commercialized, our employers and education providers are taking deliberate actions – including scaling programs in elementary, secondary and post-secondary education, and supporting the attainment of new skills and experience across our existing workforce – to position our region as a hub for the next generation of technology development. Developing needed responsiveness into our region’s ability to develop, attract, and retain tech-oriented talent will ensure that we have the workforce needed to enable employers to meet their rapidly evolving needs.

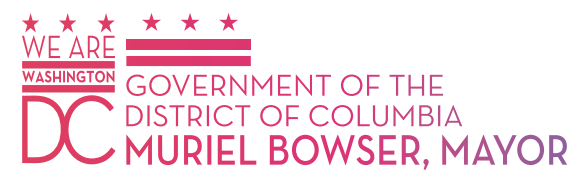
Our Commitment to Your Success

Your decision will have a powerful impact on our region’s trajectory – with it brings phenomenal new opportunities and real challenges that together we will confront. Our organization is committed to the long-term health and vitality of this region, driving the solutions growing businesses need to operate, hire, and thrive in this region.

You have our collective commitment to make your entry and growth in the Capital Region a success, and as part of that, a standing invitation to join the Greater Washington Partnership. Together, as part of the region’s leading employers, we will ensure that the Capital Region reaches its enormous potential.

GREATER WASHINGTON PARTNERSHIP – BOARD OF DIRECTORS

Russ Ramsey, <i>Chair</i> CEO Ramsey Asset Management	Ted Leonsis, <i>Vice- Chair</i> Founder, Majority Owner, Chairman, and CEO Monumental Sports & Entertainment	Peter Scher, <i>Vice- Chair</i> Chairman of the Washington, D.C. Region JPMorgan Chase & Co.
Wes Bush Chairman, CEO, and President Northrup Grumman Corporation	Chris Crane President and CEO Exelon Corporation	Ron Daniels President Johns Hopkins University
Rich Fairbank Founder, Chairman, and CEO Capital One	Tom Farrell Chairman, President, and CEO Dominion Energy	Bahija Jallal Head of MedImmune and Executive VP, AstraZeneca AstraZeneca MedImmune
Sheila Johnson Founder and CEO Salamander Hotels & Resorts	Sachiko Kuno President and CEO S&R Foundation	Luis Moreno* President Inter-American Development Bank <i>*Honorary Advisory Member</i>
Terry McCallister Chairman and CEO Washington Gas	Kevin Plank Founder and CEO Under Armour	Tony Pierce Partner Akin Gump Strauss Hauer and Feld LLP
David Rubenstein Co-Founder and Co-CEO The Carlyle Group	Scott Rutherford Senior Partner, Washington, D.C. McKinsey & Company	Ken Samet President and CEO MedStar Health
Bill Stromberg President and CEO T. Rowe Price	Grant Verstandig Founder and CEO Rally Health	Mark Weinberger Global Chairman and CEO EY



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